

FINANCIAL TIMES

Debt: encouraging signs from the Third World, Page 12

EUROPE'S BUSINESS NEWSPAPER

No. 29,823

Wednesday January 8 1986

D 8523 B

World news Business summary

Channel link talks make progress

Britain and France edged a little closer to an agreement on the Channel link...

Hanson lifts stake in SCM to 60%

HANSON TRUST, the UK industrial holding company, bought a big block of shares in SCM...

Franco-German pact

France and West Germany agreed to intensify political collaboration through quarterly meetings of foreign ministers.

Hanoi, US accord

US and Vietnamese delegations said they had agreed to work together to solve within two years the issue of hundreds of American servicemen missing in the Vietnam War.

Palestinians jailed

An Israeli military court sentenced eight Palestinians to prison terms ranging from 14 to 28 years for guerrilla activities in the occupied Gaza Strip.

Generals held

Afghanistan has arrested at least four generals on charges of passing information on Soviet troop movements to a leading Muslim rebel commander, Western diplomats said.

Police destroy camp

West German riot police with chainsaws forced their way into a protest camp in a Bavarian forest and began demolishing log huts blocking work on West Germany's first nuclear reprocessing plant.

Deputy premier dies

East German Deputy Premier Gerhard Weiss, 66, for 17 years the country's chief Communist representative, died after a long illness.

Congress team bar

South Africa's prisons service said six visiting members of the US Congress could not see black leader Nelson Mandela in jail.

Two jets crash

At least four people were injured and a pilot was killed when two US Air Force F-15 fighters crashed after colliding in mid-air near the West German town of Zweibrücken.

Europeans raise Westland rescue offer to £75m

BY LIONEL BARBER AND BRIDGET BLOOM IN LONDON

THE FOUR-NATION European consortium headed by British Aerospace yesterday appealed directly to shareholders of Westland...

US rules out military action against Libya

BY REGINALD DALE IN WASHINGTON

PRESIDENT Ronald Reagan has ruled out military action against Libya, at least for the time being, and will concentrate on economic and diplomatic measures in retaliation for last month's terrorist attacks on Rome and Vienna airports...

Block to quit as Reagan Agriculture Secretary

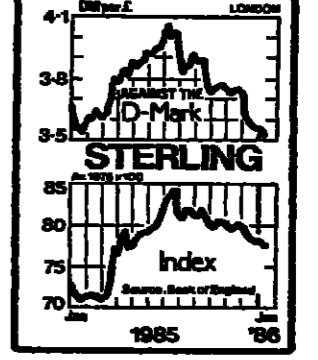
By Reginald Dale, US Editor, in Washington

MR JOHN BLOCK, one of the few remaining members of President Ronald Reagan's original cabinet, yesterday announced his resignation as US Secretary of Agriculture, with effect from the middle of next month.

Sterling fall fuels base rates fears

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT, IN LONDON

A WEAKENING pound and official figures showing a surge in UK bank credit last month triggered a further small increase in sterling interest rates yesterday...



Benedetti plan to raise record L432bn on Milan bourse

BY ALAN FRIEDMAN IN MILAN

MR CARLO DE BENEDETTI, the Olivetti chairman, who also controls a personal industrial and financial empire, yesterday announced plans to raise L432bn (\$260m) on the Milan bourse.

Intensive trials of the Hyster XL convinced me the engineering was right



"When we were looking for a fleet of small lift trucks, we naturally thought of Hyster. We've used their equipment very successfully for many years. Hyster's 1-3 tonne XL trucks were excellently priced even stood to make a considerable saving - but would they stand up to our very rigorous demands?"

CONTENTS Europe 2, America 15, Overseas 17, Britain 20, Agriculture 26, Arts 28, Business/Commercial Law 31, Commodities 32, Crossword 33

Helicopters: why MBB wants Westland 2, World Bank: controversy over role in Baker debt plan 4, Trade: EEC consensus man feels the heat 4, Management: recovery at Johnson Matthey 10, Editorial comment: Channel link; US budget 12

Advertisement for BARLOW handling, featuring contact information for Maidenhead, Cambernald, and Birmingham offices.

EUROPEAN NEWS

UK-French choice of Channel link nearer

BY PAUL BETTS IN PARIS

BRITAIN AND FRANCE edged a little closer to choosing a Channel link...

report to the two governments. The latter appear to be moving towards agreement...

planned to hold another meeting soon, probably in London, to see if further progress can be achieved...

minister yesterday which scheme was being favoured. In a brief statement, the two governments said yesterday that the two ministers had welcomed the "common wish to reach rapidly the stage of signature of the Franco-British Treaty..."

It is generally felt that Britain is leaning towards the rail and road bridge proposed by Channel Expressway...

Poland defends selective debt policy

By Christopher Bohlski in Warsaw and David Suchan in London

POLAND IS NOT to blame for favouring its Western creditor governments in servicing its \$25bn (20.2bn) debt...

French high-tech groups seek to win SDI contracts

BY DAVID MARSH IN PARIS

TOP FRENCH electronics and high technology companies are stepping up efforts to win contracts under the US Strategic Defence Initiative (SDI) research programme...

Exclusive arrangement irritates Community partners

BY QUENTIN PEEL IN BRUSSELS

BRITAIN AND France could come under fire from their EEC partners today and tomorrow for being too exclusive in their planning of the fixed link across the Channel...

Officials here say there is some resentment, especially in Belgium and the Netherlands, at the way in which the whole scheme has been kept exclusively between London and Paris...

Community partners once they have taken a final decision on the plan. Major EEC public sector contracts have to be advertised publicly for bidding by contractors from any member state...

enthusiasm for the project. Moreover, officials recognise that if the link had been left for EEC institutions to decide, the process could have been extended for years...

European regional fund for ancillary infrastructure. Another question raised is whether the operation of the fixed link should be exempted from Value Added Tax (VAT), putting it on a par with international shipping and aviation...

Pressure on Flick over war work

By Leslie Collet in Berlin

THE HEAD of West Germany's largest Jewish community, Mr Heinz Galinski, was yesterday joined by Chancellor Helmut Kohl's Christian Democrats and the opposition Social Democrats in calling on the Flick company to pay compensation to forced labourers who worked for it under the Nazi regime...

Peter Bruce on the Westland helicopters battle West Germany provides an ally for Heselbine

HANS ARNT VOGELS, chairman of Messerschmitt-Boelkow-Blohm (MBB), West Germany's dominant aerospace group and the only helicopter manufacturer...



Hans Arnt Vogels, MBB chairman

aerospace industry was allowed by the Allies to begin operating again only in the mid-1950s. By then the costs of entry into the aircraft industry were simply too high to allow development of large-scale, indigenous civil and military jet programmes...

EEC farm incomes down 8%

By Ivo Dawny in Brussels

THE PRINCIPAL weapon in the farmers' battle for higher EEC guaranteed prices this year was unveiled yesterday in statistics showing a largely unexpected 8 per cent fall in average farm incomes last year...

Greece's current account deficit could top \$3bn

BY ANDRIANA IERODIACONOU IN ATHENS

GREECE'S CURRENT account deficit for 1985 is likely to top \$3bn, overtaking the most pessimistic official projections, according to Mr Dimitris Chalikias, the governor of the central bank...

Yugoslav legislation aims to weed out smaller banks

BY ALEKSANDAR LEBEL IN BELGRADE

UP TO a third of Yugoslavia's 160 to 170 commercial banks will be closed by the end of 1985, according to a report released by the Bank of Greece 10 days ago...

Irish shipping company halts services

By Hugh Carnegie in Dublin

THE IRISH shipping line B + I suspended its freight and passenger services yesterday after the loss-making state-owned company threatened to discontinue a dispute with the Seamen's Union of Ireland (SUI) which threatens the future of the company...

Austrian warning on terrorists

BY PATRICK BLUM IN VIENNA

AUSTRIA issued a warning yesterday that it would consider sanctions or other actions against any state found to have provided shelter or support for the terrorists involved in the recent attack at Vienna airport...

Italian doctors strike

Italian hospitals provided only emergency services yesterday after about 100,000 doctors complaining they are the worst paid in Europe, began a three-day strike to demand higher salaries and a better status...

Talks today on common shipping policies

European Community transport ministers will try to remove obstacles in the way of common shipping policies at an informal meeting in the Hague today, Reuter reports from Brussels...

Fisheries compensation report

BY FAY GJESTER IN OSLO

LOSSES suffered by Norway's fishermen as a result of oil industry activities should be made good by the oil companies responsible, not from public funds. This is the main recommendation of an officially appointed committee which, for the past five years, has been studying the conflict of interest between fisheries and offshore petroleum exploration, production and transport...

West German orders rise

BY RUPERT CORNWELL IN BONN

THE WEST GERMAN economy enters 1986 with all signs pointing to a continuation of the steady upswing in progress for the best part of three years. Economics Ministry figures here show that industrial orders climbed nearly 2 per cent in November, compared with a month earlier, to stand at 6.5 per cent higher in volume terms in November 1985...

Poland defends selective debt policy

By Christopher Bohlski in Warsaw and David Suchan in London

POLAND IS NOT to blame for favouring its Western creditor governments in servicing its \$25bn (20.2bn) debt...

EEC farm incomes down 8%

By Ivo Dawny in Brussels

THE PRINCIPAL weapon in the farmers' battle for higher EEC guaranteed prices this year was unveiled yesterday in statistics showing a largely unexpected 8 per cent fall in average farm incomes last year...

Yugoslav legislation aims to weed out smaller banks

BY ALEKSANDAR LEBEL IN BELGRADE

UP TO a third of Yugoslavia's 160 to 170 commercial banks will be closed by the end of 1985, according to a report released by the Bank of Greece 10 days ago...

West German orders rise

BY RUPERT CORNWELL IN BONN

THE WEST GERMAN economy enters 1986 with all signs pointing to a continuation of the steady upswing in progress for the best part of three years. Economics Ministry figures here show that industrial orders climbed nearly 2 per cent in November, compared with a month earlier, to stand at 6.5 per cent higher in volume terms in November 1985...

Poland defends selective debt policy

By Christopher Bohlski in Warsaw and David Suchan in London

POLAND IS NOT to blame for favouring its Western creditor governments in servicing its \$25bn (20.2bn) debt...

FINANCIAL TIMES logo and publication details including address and subscription information.

OVERSEAS NEWS

South Korea Cabinet ministers replaced

By Steven B. Butler in Seoul
THE PRESIDENT of South Korea, Mr Chun Doo-Hwan yesterday replaced eight ministers in his 22-man Cabinet in a major reshuffle affecting mainly economic portfolios.



Shamir set to accept Taba deal

By Tony Walker in Jerusalem
MR YITZHAK SHAMIR, Israel's Deputy Prime Minister, appears ready to accept terms for a settlement with Egypt of the vexed Taba dispute in the Sinai.

Kurds expand area of guerrilla operations

THE ATTACK was to be launched against an Iraqi Army battalion known as Sutek, about 30 km south of the Turkish frontier. It began at about 5.00 pm, an hour before sunset and too late for helicopter gunships or tanks to come to the rescue.

Philippine officers to fight poll fraud

By Samuel Senoren in Manila
DISSATISFIED officers in the Philippine's armed forces yesterday launched an unprecedented campaign to ensure a free and fair presidential election on February 7.

Nine killed in three days of Sikh violence

At least nine people have been killed in gun attacks in the northern Indian state of Punjab during the past three days during a marked increase in violence by Sikh extremists.

Pretoria steps up pressure on Botswana over ANC

BY TONY ROBINSON IN JOHANNESBURG
MR PIK BOTHA, the South African Foreign Minister, yesterday increased the pressure on Botswana to take action against African National Congress (ANC) guerrillas allegedly operating from its territory.

Anyone who asks why the new Peugeot is being made in Britain should be sent to Coventry.

Advertisement for Peugeot cars featuring a large headline and a photograph of a Peugeot car on a road.

UK backs Lagos on debt

BY MICHAEL HOLMAN
SIR GEOFFREY HOWE, the British Foreign Secretary, yesterday offered "all possible" assistance to Nigeria in its efforts to resolve its external debt problems in the course of a two-hour meeting in London with Prof Bolaji Akinyemi, the country's Foreign Minister.

UK backs Lagos on debt

stressed Britain's "continuing determination" to assist Nigeria "in solving problems of debt."

A walk round our Ryton plant in Coventry will soon give them the answer. Since 1981, productivity at Ryton has increased by over 50%.

The same is true for quality. Over the last four years the standard of cars built at Ryton has improved to the point where now they regularly top the European quality league for the Peugeot Group.

So our decision to invest and build our new family hatchback, the Peugeot 309, in Britain wasn't just an easy one, it was an obvious one.

BETTER PEOPLE BUILD BETTER CARS.

Improvements like these in productivity and quality don't just happen. It's not simply a case of investing in better machinery and watching better cars roll off the assembly line.



company, at every level, is determined to build more and better cars.

Fine words, but the evidence is there to back them up.

Our increased productivity is a matter of record. Our concern for quality can be seen in the new test track we've built at Ryton.

Every single car is carefully test driven before it leaves the plant. No other volume car manufacturer in Britain is prepared to do that.

And finally because we do all work together as a team, production losses caused by industrial action have almost disappeared.

WHAT'S THE FUTURE FOR PEUGEOT CARS IN BRITAIN?

The new Peugeot 309 is just the start. The Peugeot Group, one of Europe's largest car manufacturers, has the plans and the resources to build on the successes of the Ryton plant and make Britain a key base for building a whole range of future Peugeot models.

PEUGEOT THE LION GOES FROM STRENGTH TO STRENGTH. PEUGEOT TALBOT MOTOR CO. LTD. INTERNATIONAL HOUSE, PO BOX 712, BUCKENHILL LANE, BIRMINGHAM B17 7YR. TELEPHONE 01-779 8664.



...FOR BETTER  
 FOR WORSE,  
 FOR RICHER  
 FOR POORER,  
 IN SICKNESS  
 AND  
 IN HEALTH...

That's some promise! And on the day you make it, you probably aren't worrying about the negatives. You are going to be better, richer and healthy for the rest of your lives.

In any case, you have to look on the bright side. There's no point in worrying, is there!

Exactly. But the time comes when you realise that, whatever happens, health must come first.

Not just yours. There's the person you married and the ones who didn't even exist when those promises were made. Suddenly just looking on the bright side isn't enough.

That's where we come in. We can't make illness a pleasure, but we can take a lot of the worry out of it.

Health First is part of an international organisation which provides private medical cover for more people than any other company in the world.

Health First doesn't replace the NHS it works alongside it, taking the waiting and the worrying away. Making sure that you and yours have the best possible treatment at the earliest opportunity. Making sure you get better in comfort without the family or the family-savings suffering.

That's not too far off what you promised on your wedding day is it?

And if you have even more responsibilities...if you're an employer and have to think about your employees' welfare...don't worry, we take care of that too.

In fact Health First has more private health policies to choose from than you're ever likely to need. Just tell us what you want...because we always put your health first.

Please send me further information about Health First:

Individual Plan  Company Plan

Name \_\_\_\_\_

Company/Address \_\_\_\_\_

Postcode \_\_\_\_\_

Telephone \_\_\_\_\_ 60605

Richmond Hill, Boumemouth, BH12 6EQ. Telephone 0202 292434.



TO SHOW YOU CARE



Maxwell  
to reduce  
able TV  
marketing

tivity  
ty

# How Digital's computers add up.

## 7,000,000

This year Digital Equipment Company (DEC) is spending £7 million on job training. Last year we took on 1,000 people bringing the total number of jobs created by DEC in the UK to 4,600.

## 35,000,000

Yesterday, Mr Leon Brittan, the Secretary of State for Trade and Industry, opened DEC's new £35 million research and development centre in Reading. It's already designing the next generation of DEC's office and communication products.

## 100,000,000

DEC invested over £100 million in the UK this fiscal year with £22 million committed yesterday to expanding our distribution network.

---

# £142,000,000

---

No wonder the world's second largest computer company is growing in Britain.



Digital Equipment Co. Limited, PO Box 110,  
Digital Park, Worton Grange, Reading RG2 0TR.  
Tel: 0734 868711.

UK NEWS

WEAK OIL PRICES OVERHANG BUDGET STRATEGY TALKS

Ministers assess scope for tax cuts

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

MR NIGEL LAWSON, Chancellor of the Exchequer, and other Treasury ministers are assessing the impact of falling oil prices on the scope for tax cuts in his March budget.

Other measures likely to be discussed include whether to abolish the remaining stamp duty on share transactions. The duty was reduced from 2 to 1 per cent in the 1984 budget.

The Government's medium-term strategy envisaged tax cuts of £3.5bn this year, but many City of London analysts believe that that figure has already been reduced to less than £2bn.

Officials in Whitehall insist that no decision has yet been made on whether the available cash should be used to raise the thresholds at which income tax becomes payable, or to cut the basic rate from the present 30 per cent.

Tobacco curbs pledged

By Kevin Brown

A FUTURE Labour government would ban sponsorship of sporting events by tobacco companies and all advertising of tobacco products except at the point of sale.

Mr Dobson, speaking at a conference on the politics of tobacco organised by the British Medical Association, said the Government was inhibited by commercial pressures from acting against an epidemic which was killing 100,000 people a year.

He said it was inconsistent of the Sports Council and the governing bodies of individual sports to link sporting exercise and health in pursuit of public subsidies while also seeking sponsorship by tobacco companies.

Mr Dobson said that in the meantime the BBC should stop televising sporting events sponsored by tobacco companies. He said it was hypocritical for the corporation to oppose advertising on BBC television while providing the cigarette companies with hundreds of hours of free publicity in the guise of smoother and cricket coverage.

UK leads opposition to draft directive on parental leave

BY JOHN LLOYD, INDUSTRIAL EDITOR

THE ISSUE of statutory time off for parental and family reasons is, of all the draft directives now being prepared in the European Commission, the one most likely to come up for decision during the next six months of the Dutch presidency of the EEC.

Last month, Mr Kenneth Clarke, the UK Paymaster General, left his fellow EEC employment ministers in no doubt that the UK Government was strongly against any such provision. He and his colleagues might have to repeat their opposition in the months ahead.

The draft directive has now completed all of its drafting and technical stages and awaits only political decisions.

It grants leave to all parents, to be taken before the child reaches the age of two. It stipulates a minimum three-month leave period per employee per child, thus giving a couple six months in all (they are not allowed to take simultaneous leave). It lays down that where allowances are paid they should be made from public funds.

Some of the leave provisions in the main EEC member states, including that of the present EEC presidency holder, are shown in the table. In all cases, collective agreements can supplement the statutory rights. In the UK, where no rights exist in law, employees are often in practice able to take substantial leave for parental or other family reasons either by a collective agreement or by managerial discretion.

TIME OFF FOR PARENTS IN EEC

France: Leave guaranteed by law. It can be taken either as unpaid leave or half-time leave up to a maximum of two years. It applies to public and private sectors but companies with fewer than 100 employees can refuse on certain conditions. Time off for family reasons is guaranteed after three months' service.

Italy: Parental leave guaranteed under a law of December 1971 (mothers) and December 1977 (fathers). Either may take up to six months during first year of a child's life, receiving 30 per cent of pay from social security. Rights apply to public and private sectors. Most employees are entitled to 10 to 30 days when they marry.

Netherlands: No statutory rights to parental leave but Civil Code allows one day's paid leave for family obligations, two days for the birth of a child and four days for a family death.

UK: No statutory rights to parental leave or leave for family reasons, but most agreements allow special leave and it is granted at managerial discretion. Source: European Industrial Relations Review

West Germany: No statutory rights in private sector, but public sector allows three years of unpaid leave. Article 616 of the Civil Code allows workers leave for "substantial periods of time" for family reasons. A man or woman can take up to five days off a year.

agreement or by managerial discretion. The variation is substantial - although in recent years the Mediterranean countries have been following the trend by introducing statutory requirements.

Thatcher holds crime seminar

BY KEVIN BROWN

MORE THAN 50 leading public figures will meet in London today for a seminar chaired by Mrs Margaret Thatcher, the Prime Minister, as part of a government campaign against crime.

The seminar is intended to explore new ways of tackling violence, burglary, crime in the work place, and theft from vehicles. A separate session on drug abuse is to be held next week.

In a statement yesterday Mrs Thatcher said the Government had already strengthened the law and the criminal justice system and would not hesitate to take whatever further action was required.

Other participants will include Sir Terence Beckett, director general of the Confederation of British Industry (CBI), Mr Norman Willis, general secretary of the Trades Union Congress (TUC), Sir Kenneth Newman, the Metropolitan Police Commissioner, and the chairmen of the local government associations.

DEC plans to employ 900 extra workers

By Jason Crisp

DIGITAL Equipment (DEC), the world's second largest computer company, said yesterday it expected to create 900 jobs in the UK this year, including 400 at its Scottish microchip plant announced last August.

The new jobs were announced as Mr Leon Brittan, Trade and Industry Secretary, officially opened DEC's £35m research and development centre in Reading, Berkshire.

The company said it was to spend £22m on a distribution and warehouse network in the UK. DEC employs 4,600 people in the UK, Mr Geoff Shingles, managing director of DEC UK, said yesterday. "We have found Britain is an excellent base from the viewpoint of skills, inventiveness and technical expertise. That is why we have invested heavily here and this new centre reaffirms our presence."

FIRST ON FIFTH AVENUE NEW YORK'S ST. REGIS Sheraton advertisement with logo and address details.

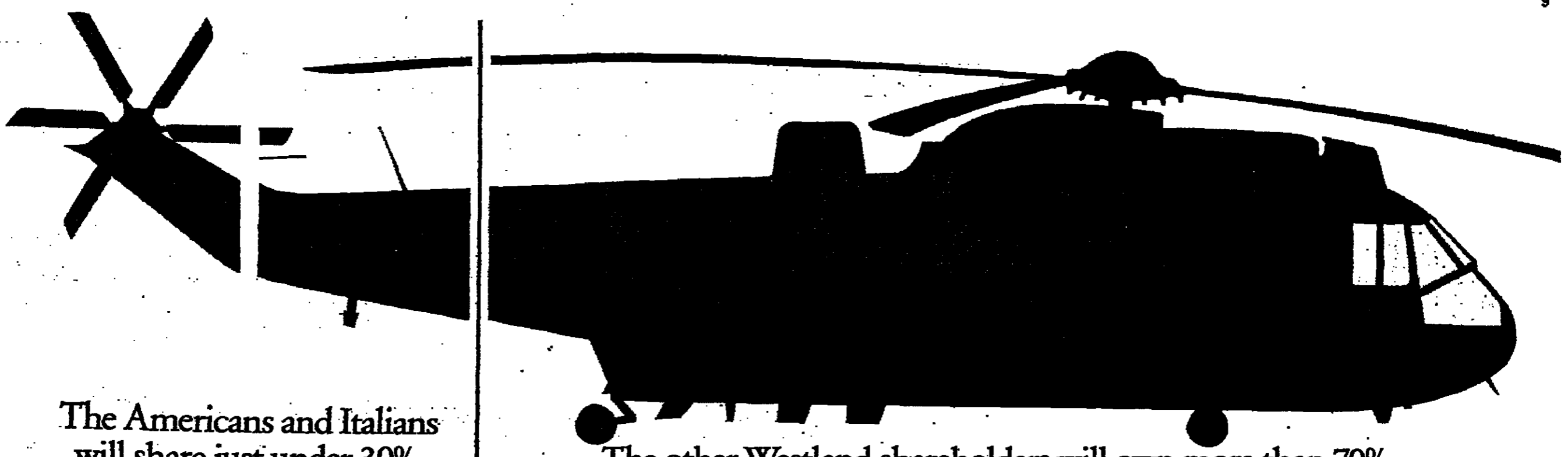
ASKO FINANCE B.V. advertisement for DM 150,000,000 3% Bearer Bonds of 1986/1993 with Warrants attached, listing various banks and agents.

NOTICE OF REDEMPTION To the Holders of SOCIETE NATIONALE DES CHEMINS DE FER FRANCAIS Floating Rate Notes due 1988.

BASE LENDING RATES table listing various banks and their interest rates.

TWA advertisement: Take your children to America for only £99\* each. Includes photos of children and TWA logo.





The Americans and Italians will share just under 30%.

The other Westland shareholders will own more than 70%.

# So who'll be at the controls?

The short answer is, we will.

If you vote in favour of the new proposals from Sikorsky (a division of UTC) and Fiat, as your Board urges you to do, Westland will remain an independent British company.

Free to develop, design and build helicopters in Britain.

Sikorsky and Fiat will become valued and trusted partners, but only minority shareholders.

Together they'll own no more than 29.9%, and this could drop to 21%.

Thriving, independent companies themselves, they are backing Westland's long-term prosperity.

We are convinced that their proposals, though similar in financial terms to those of the European consortium, are better for our company, our shareholders and our workforce.

In view of the vast amount of public comment, we would like to give you our main reasons once again.

### A tried and tested partnership.

As you probably know we have, in fact, been working successfully with Sikorsky for a long while.

Over the last thirty-eight years we have built the Dragonfly, Whirlwind, Wessex and Sea King helicopters under licence from them.

Often, as they have been kind enough to admit, improving them.

(We're proud to say, our version of the Sea King outsells theirs in export markets.)

We get on well together, we know each other and we build very good machines together.

An association with Fiat is a further important benefit in our view.

They are a large, profitable and international group with interests in aviation, space and materials technology.

Furthermore, many of their interests dovetail with ours.

This will give us opportunities to strengthen our technological capabilities and open up new markets.

Moreover, Westland and Fiat are two of Europe's leading helicopter transmission manufacturers.

By contrast, the proposals of the European group aren't nearly so appealing.

### A marriage of inconvenience.

Frankly, the consortium seems to be an ad hoc grouping of companies, some of which are state-owned and fierce competitors of ourselves and each other.

The truth is, there's a glut of helicopters in Europe, with problems of overmanning and overcapacity.

We believe that instead of making complete helicopters, Westland would steadily be reduced to producing only parts for a European machine.

Our skills, our know-how, our self esteem would all be degraded whereas with Sikorsky and Fiat they'll be enhanced.

With their help, we'll form a formidable new competitor for everyone else in the market.

But would the Government discriminate against Westland if we join forces with Sikorsky and Fiat?

Our Chairman wrote and asked the Prime Minister this very question.

### The Prime Minister's assurances.

We sent the full text of both letters to our shareholders on 6th January and yesterday published them in an advertisement.

One of the key points she makes is this: "As long as Westland continues to carry on business in the UK, the Government will of course continue to regard it as a British and therefore a European company, and will support it in pursuing British interests in Europe."

### Why shareholders can't vote on both proposals.

We have sent you full details of both sets of proposals together with the Board's recommendation.

Some shareholders, however, have asked why they can't vote on the two and make a decision as they do in a competitive takeover.

There are two reasons why not.

First, this is not a takeover. It's a capital reconstruction for a company in extreme financial difficulty.

The Board's overriding duty is to assess, with its wide knowledge of the commercial background, what is best for Westland and to make a clear recommendation to shareholders.

Second, because of the urgency of the situation, we need a quick and decisive solution. We simply can't risk falling between two stools.

Apart from anything else, the law insists that either proposal gets a three-quarters majority. If both alternatives are put to shareholders, there's a real danger that neither will get that majority.

Our urgent priority must be to establish a stable framework within which Westland can operate.

### Westland's phone-in.

We hope we have explained why your Board is strongly recommending you to vote without delay in favour of the Sikorsky and Fiat proposals.

If you have any difficulty in completing and/or returning your proxy card in time, we invite you to phone us between 10am and 8pm daily.

The number is 01-583 1398.

Every single vote is crucial for Westland's future and delay could seriously damage us.

Remember, to be valid, your proxy must be received this week.

FOR USE BY WESTLAND SHAREHOLDERS ONLY

Please return the coupon to The Registrar, Westland plc, National Westminster Bank PLC, Registrar's Department, P.O. Box 82, 37 Broad Street, Bristol BS99 7YA.

Form of Proxy for use at the Extraordinary General Meeting of Westland plc ("the Company") to be held on Tuesday, 14th January, 1986.

I/We the undersigned being (s) member(s) of the Company, hereby appoint the Chairman of the Meeting or (see note 1).

---

as my/our proxy to vote for me/us on my/our behalf at the Extraordinary General Meeting of the Company convened for 10.30 a.m. on 14th January, 1986 and at any adjournment thereof.

I/We direct that my/our vote(s) be cast on the resolutions referred to in the Notice of Meeting as indicated by an X as shown below and on any other resolution in such manner as my/our proxy thinks fit.

Date: \_\_\_\_\_

Signature(s): \_\_\_\_\_ Please complete in BLOCK CAPITALS

Name(s) in full: \_\_\_\_\_

Address(es): \_\_\_\_\_

RESOLUTIONS:	FOR	AGAINST
Number 1: Ordinary Resolution		
Number 2: Special Resolution		
Number 3: Special Resolution		

Note

1. If you wish to appoint any other person as your proxy, who need not be a Member of the Company, please delete the words "the Chairman of the Meeting" and insert the name and address of your proxy.

2. Please indicate how you wish the proxy to vote in respect of the resolutions. If no indication is given, the proxy will have discretion as to whether or how to vote.

3. To be valid this proxy form must be completed with the consent of attorney or other authority, if any, under which it is signed on a materially correct copy (which) must be lodged with the Company's Registrar, National Westminster Bank PLC, Registrar's Department, P.O. Box 82, 37 Broad Street, Bristol BS99 7YA, not later than 48 hours before the time fixed for the meeting or adjourned meeting.

4. In the case of a corporation, the proxy form must be executed under its common seal or signed on its behalf by a duly authorized officer.

5. In the case of joint holders, the vote of the senior holder (as defined in the notice) will be accepted in the absence of the vote of the other joint holders and for this purpose seniority will be determined by the order in which the names stand in the register, but the names of all holders must be shown.

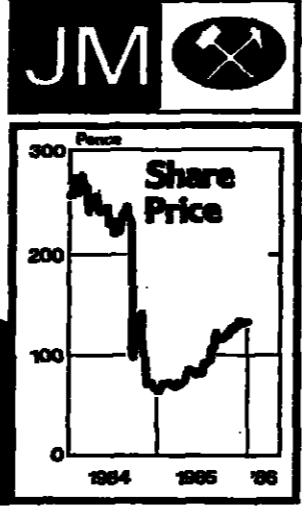
6. Any alteration to this proxy form should be initialed.

**WESTLAND**

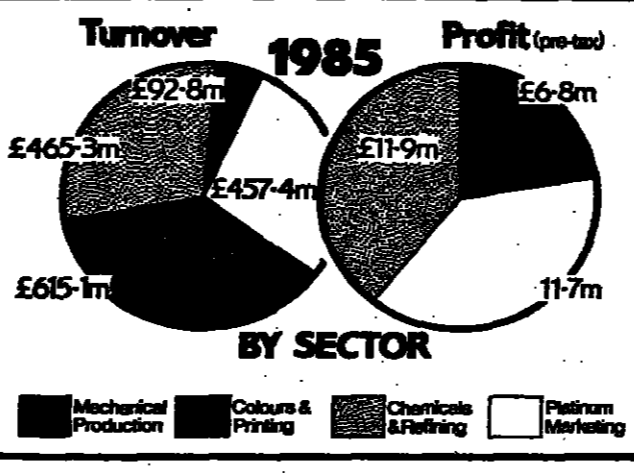
FOR Johnson Matthey survival is no longer the issue. Faster than ever seemed possible, it is recovering from the impact of the disaster which has engulfed its former subsidiary Johnson Matthey Bankers.



NEIL CLARKE



The revitalisation of Johnson Matthey



EUGENE ANDERSON

New team administers painful surgery

By Stefan Wagstyl

The recovery raises two questions—first, how has this 180-year-old group managed to move so quickly since JMB was taken over by the Bank of England, remains at the centre of one of the biggest political and financial storms the City of London has ever known, Johnson Matthey has not only managed to pull itself out of financial danger but has also been largely untouched by the blazing row over allegations of fraud at its former subsidiary.

First to admit that financial control at the centre were too weak. "We were like a Polo mint with a hole in the middle." Information flowed into this "hole" but it was mostly presented in a way which allowed central management to set promptly. Two much information was simply filed away—central managers were not instructed to respond to its properly.

Management abstracts

Should collective bargaining and labour relations be less adversarial? N. E. Bowie plus D. R. Koehn in Journal of Business Ethics (Netherlands), August 85 (12 pages). Argues that the "poker game analogy" is not suited to negotiations because it undermines trust, ignores the need for co-operation and fails to take fairness and human dignity into account. Suggests that collective bargaining should resemble the way decisions are reached in the ideal family.

Company Notices

EAST RAND PROPRIETARY MINES, LIMITED. RIGHTS OFFER. 1. The company intends to raise R47.1 million by way of a rights offer of 5,544,000 shares of R1 each in the ratio of one new share for every share already held at a subscription price of R2.50 per share.

Motor Cars

GRUP PCI GET UP TO 30% DISCOUNT ON NEW CARS. Just look at these on the road examples: BMW 318i 2 door £7,500 Renault 25 GT £9,450 Opel Kadett GTE £6,320 Renault GTD £7,300 Opel Manta GTE £6,150 Mazda GLX Hatch £6,300 Mercedes Benz 190 E £10,550 BMW 320i 2 door £8,320

SAAB A MORE INDIVIDUAL CAR FOR THE MORE DISCERNING Individual Lease Hire Contract Hire or even cash NEW SAAB 900 NOW AVAILABLE RING CHRIS PERRETT 01-346 6696 BALLARDS OF FINCHLEY FOR SAAB IN NORTH LONDON

VOLVO ORDER YOUR NEW VOLVO NOW. Contact: Jerry Hutton or Lee Pogsgard Tel: 01-261 6701 Fax: Brooklands

SKOPBANK US\$75,000,000 Floating Rate Capital Notes due 1994. NOTICE IS HEREBY GIVEN that the rate of interest on the Floating Rate Capital Notes...

Residential Property Rentals. URGENTLY required good quality properties for families being transferred to London LONG LETTINGS—GOOD CORPORATE TENANTS

Holidays & Travel. Make 1986 the year you got the villa right. THE GREEK ISLANDS PORTUGAL & SOUTH OF FRANCE - ITALY.

Ancombe & Ringland. BLOOMSBURY WC1. DOCKLANDS E14.

intercon 350909. I paid over £5,000\* less than my friend for an identical new car... one phone call, that's all it took—and on a Sunday. They save hundreds after you've transferred all my questions. I was a little worried buying direct from Germany but I'm convinced they've got their stuff sorted as it was a matter of buying direct from my local dealer.

Keith Cardale Groves BLOOMSBURY WC1. DOCKLANDS E14.

MAYS RENTALS. Quality Houses and Flats in SW London, Surrey, Berks. Tel: 037284 3811 Telex: 855112. MAIDA VALE, WY. Newly furnished, newly refurbished 1 & 2 bed flats.

BRADSHAW & WEBB. 500 SL 85B. Thistle green. Beige hide. 9,000 m. 500 SL 83V. Champagne. Brazi cloth. 9,000 m. 500 SL 83V. Silver/Black cloth. 23,500 m. 500 SEL BAA. Astral blue. Blue velvet. 16,500 m. 500 SEC B2. Reg 202 XMR. Silver bl. 32,000 m.

SWITZERLAND LAKE GENÈVE OR MOUNTAIN RESORTS. Foreigners can buy lovely Apartments or chalets with magnificent views MONTREUX, VILLARS, VEVEY, LES DIABLETETS, CHATELAI, OREK NEAR GRAD, LETSIN.

BARCLAYS NATIONAL MERCHANT BANK LIMITED (Incorporated in the Republic of South Africa) Registered Bank Licence No. 37/00873/06



FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY
Telegrams: Finartime, London PS4. Telex: 8954871
Telephone: 01-248 8000

Wednesday January 8 1986

Political link with Europe

MR NICHOLAS RIDLEY, the British Transport Minister, has said that the Channel tunnel is a project that will not only be a major infrastructure project, but will also be a political link with Europe.

Equally important, private sector money for a fixed link does not appear to be forthcoming. The two governments could well argue that if they fail to sanction one of the projects, they will be denying the private sector an investment worth making.

The absence of a clear market mechanism—nobody has put forward a credible scheme for the private sector—leaves Mr. Ridley and Mr. Aronow with the unenviable task of weighing the relative risks and returns of the project.

Given the expected duration of the fixed link concession, whatever decision the two governments take in the next few weeks will rule out other options for decades. It therefore seems unwise to settle for a scheme that does not include a road link.

THE Third World debt crisis may at last be over. The latest propitious signal may have been an odd one, but was impressive nonetheless. It came on New Year's day.

When President Ibrahim Babangida of Nigeria announced that his country would limit its foreign debt payments in 1986 to 30 per cent of its export earnings, the financial community far from reacting with alarm and outrage raised hardly a murmur of protest.

Developing countries' massive debts will doubtless remain an endless source of difficulties for many years ahead; but they are losing their capacity to shock the international system. Third World debt is maturing from a crisis into a mere problem.

THIRD WORLD DEBT



For crisis, read problem

By Anatole Kaletsky

casualty denying responsibility for the debts contracted on their behalf by the International Tin Council. Their ultimate defence appears to be sovereign immunity.

No Third World government has yet seen fit to use such arguments; but the worldwide trend towards greater flexibility in the treatment of sovereign obligations must be contributing something to the shift in the balance of power towards the debtor governments.

At first sight, any of the debtors' ceilings might seem to have horrendous implications for bankers. In 1985 Mexico, for example, was in theory supposed to spend 67 per cent of its export earnings on interest and capital payments.

The third column in the table shows the most recent such set of results, based on work done at the World Bank by Mr. Daniel Cohen. The figures show the percentage of export earnings which various countries would have to devote to debt servicing in order to keep their total debt to export ratio on a declining trend.

Such calculations may not cut such ice with bankers terrified of total default by some crazed Third World dictator. They may also seem over-optimistic to Latin American politicians determined never to put their nations in lock to foreign creditors again.

DEBT SERVICE INDICATORS table with columns: (As % of total export earnings, 1985), Debt service ratio, Cash flow ratio, Solvency ratio. Includes data for Argentina, Brazil, Mexico, Nigeria, Peru, Venezuela.

US faces the hard questions

REPRESENTATIVE Les Aspin, chairman of the House armed services committee, has estimated that the Gramm-Rudman budget-balancing amendment could lead to an automatic cut of \$80bn, or more than a fifth, in US defence appropriations for 1987.

side world; but it is surely not too early to start a discussion. The conventional wisdom as argued by the OECD and by such private sector commentators as Morgan Guaranty, is clear: a major fiscal tightening by the US, on top of the fall in money stock in the dollar, will sharply depress export demand world-wide, and reduce growth if no offsetting action is taken.

While this could indeed prove true, it amounts to backing a theoretical hope against a near-certainty, and this really is not an adequate form of contingency planning. It is not just a hope but a general belief that the combination of dollar depreciation and fiscal tightening will begin to reduce the US current account deficit from 1987 onwards.

This does not mean that a fiscal balancing act is the only answer, or the right one. A resumed flow of capital to the developing countries, at lower interest rates, would probably be a more helpful counterpart; but it cannot be taken for granted that these results will automatically follow any US deficit reduction.

Fanshawe files for Westland

A man who has played a backstage but influential role in the Westland affair is Lord Fanshawe, formerly Sir Anthony Royle, one-time Conservative MP for Richmond.

Merry-go-round

The disentanglement of Gartmore Investment Management (which controls more than £2bn of funds) seems complete with its return to being a wholly-owned subsidiary of British and Commonwealth Shipping and its latest round of board changes this week.

Men and Matters

The merry-go-round has turned for Gartmore in the last two years eight months and deposited it back in the hands of B and C.

Spliced

Further to my story last week of retrenchment at Twentieth Century Fox in Britain, it is now confirmed that Fox has merged its UK distribution interests with those of Walt Disney.



Not to be sure, that there is any shortage of money in the film world. News reaches me from Hollywood that Frank Rothman, chairman of Metro Goldwyn Mayer, is to give up the burdens of his great office in return for a suitcase full of ingots mined from the silver screen—\$1,112,534 is the value of his farewell package.

for uncharacteristically clear rulings and with a potential for careful creativity, his appointment had been forecast since the death of Lord Diplock last year.

Roll play

A side of Arthur Scargill that has previously escaped national attention is that of the president of the National Union of Miscellaneous Workers of the area. Yesterday, Scargill made good this deficiency in the public's knowledge of his complex personality.

Advertisement for WEST SURREY COMPUTERS, COMPUTER MARKETING AND LEASING, TECHNICAL SUPPORT DIVISION, and DISTRIBUTION DIVISION. Includes contact information for IBM and COMPTON, and a form for requesting further information.



AMERICAN APPRAISAL
45 WHITEHALL, LONDON, Tel: 01-620 1776
INDUSTRIAL & COMMERCIAL VALUATIONS

FINANCIAL TIMES

Wednesday January 8 1986

Our merchant bankers say we'll be ready for the US...
Senior Securities
The first numbers to ring

SUHARTO TACKLES ECONOMIC SETBACKS WITH AUSTERITY BUDGET PLAN

Painful year ahead for Indonesia

BY CHRIS SHERWELL IN SINGAPORE

INDONESIA, Asia's principal oil and gas exporter, faces its most painful year of austerity for well over a decade under a draft 1986-87 budget presented to parliament yesterday by President Suharto.

Indonesia's recurrent expenditure, fractionally larger than all personnel expenditures. Almost all the total is to repay foreign debts. Overall recurrent expenditure is to rise by 5.9 per cent.

Only one economic sector - regional development - shows an increase in development spending, to Rp 940bn. Four other sectors - education, agriculture, mining and energy, and communications and tourism - retain spending levels above Rp 1,000bn, but the cuts range up to 25 per cent.

The country's foreign-exchange reserves, he said, were "quite adequate" at \$10.7bn. He also firmly ruled out a devaluation of the floating rupiah, a subject of continuing speculation as weakening oil hurt rupiah reserves.

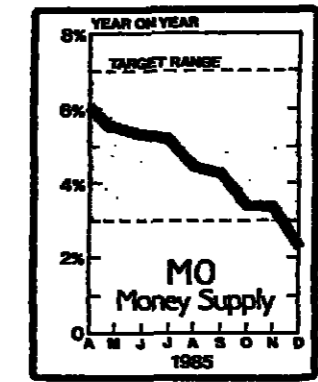
Fermenta negotiates Volvo drugs takeover

By Kevin Done, Nordic Correspondent, in Stockholm

FERMENTA, the fast growing Swedish biotechnology and fine chemicals group, is negotiating the takeover of Volvo's interests in the pharmaceuticals industry in a series of deals that might be worth between SKr 20m (\$263m) and SKr 30m.

THE LEX COLUMN
No medal for good conduct

If anyone still believed that money supply figures were a reliable indicator of monetary conditions, let alone future interest rates, they would have been disillusioned yesterday.



Hanson has consistently argued that the outcome of the SCM bid would have no bearing on its plans for Imperial Group and is unlikely to change that position now.

US rules out Libya military action

Continued from Page 1

Libya, except for food and medicines, require export licences. These are generally denied for high-technology and defence items, and for oil and gas equipment not readily available outside the US.

Our Foreign Staff writes: Mr Shimon Peres, Israel's Prime Minister, yesterday urged comprehensive economic sanctions against Libya, saying there was no need to go to war.

UK ministers attempt to cool political row over Westland

BY PETER RIDDELL, POLITICAL EDITOR, IN LONDON

MR MICHAEL HESELTINE, the British Defence Secretary, and Mr Leon Brittan, the Trade and Industry Secretary, yesterday tried to lower the political temperature of the public row over the future of Westland after the sharp exchanges of the previous two days.

Mr Brittan was said yesterday to be getting on with the running of his department with a visit to a company in Reading.

However, ministerial protestations about not taking sides were exposed yesterday when Mr Jenkin admitted on a BBC radio programme that he had found himself "talking to Leon yesterday and he raised the issue and we talked about it and he said: well, it would be very useful if perhaps you were to say that, and I thought that would be a proper thing to do."

AT&T plan criticised

Continued from Page 1

Germany "come out of its shell" and make collaboration proposals with France.

Eximbank to cut rates

THE US Export-Import Bank (Eximbank) is to reduce the interest rates it charges to assist export sales by 1.05 per cent to the minimum permitted by the agreement between the 22 members of the Organisation for Economic Co-operation and Development.

At the same time, Mr Draper also announced three further initiatives designed to boost US exports. The Eximbank said it had developed an improved multi-year insurance policy for exporters and it was expanding its Direct Credit programme to improve the prospects of US companies securing large export orders.

Mr Stephen Lewis, at broker Phillips & Drew, said that the authorities might need to raise interest rates in order to reassure financial markets of its resolve to bring down inflation.

World Weather

Table with columns for location, temperature, and weather conditions for various global cities.

Sterling fall fuels base-rate fears

Continued from Page 1
three months and contributed to growth of between 1/4 and 1/2 per cent in the broad money supply measure, sterling M3.

Mr Ian Harwood, economist at broker Rowe and Pitman said: "I think the Government could hold it, but not if the oil price cracks."

"Another year of tremendous success."
Jeffrey Bowman, Senior Partner, Price Waterhouse.

If you would like to receive a copy of our Annual Review and learn more about us, please complete the coupon.
Price Waterhouse

HENRY BUTCHER VALUATIONS & SALES PROPERTY & PLANT LONDON • BIRMINGHAM • BRISTOL • LEEDS Tel 01-405 8411

FINANCIAL TIMES

Wednesday January 8 1986

IDC DESIGN - CONSTRUCT - ENGINEER Stratford-upon-Avon (0789) 204288

Credit rating cut for Texas bank

By William Hall in New York TEXAS COMMERCIAL Bancshares (TCB), one of the biggest and most successful banks in Texas, has had its credit rating lowered for the second time in less than a year...

COURT DECISION LIKELY TO AFFECT US TAKEOVER STRATEGY

Hanson tightens grip on SCM with further share purchase

BY TERRY DODSWORTH IN NEW YORK

HANSON TRUST, the UK industrial holding company, moved into a virtually impregnable position yesterday in its pursuit of SCM, the New York conglomerate, when it bought a large block of shares in the US group to take its stake up to about 64 per cent...



Sir Gordon White: "delighted"

from Goldman Sachs, its investment banker. Two of the judges in the appeals court, however, seriously questioned the way in which this evaluation had been accepted by the SCM board and added that the directors "manifestly declined to use time available for obtaining information that might be critical, given the importance of the business judgment to be made..."

INTERNATIONAL BONDS

UBS launches \$300m issue

UNION Bank of Switzerland set the Eurobond market alight last night with a \$300m, seven-year issue carrying warrants to buy participation certificates, writes Peter Montagu, Euromarkets Correspondent, in London...

Table with 2 columns: 'Jan 7' and 'Previous'. Rows for 'High' and 'Low' values.

bankers still argue that what this market would really prefer is a top corporate name. There were still no new public issues in Germany yesterday although secondary market prices were fairly buoyant...

Sacilor buys minority interests

By David Housego in Paris SACILOR, the French state-owned steel group, has taken full control of its loss-making long products and engineering steels subsidiaries...

Alsthom plans to boost exports

BY PAUL BETTS IN PARIS

ALSTHOM, the diversified French heavy engineering group controlled by the nationalised Compagnie Générale d'Electricité, is looking for new foreign acquisitions and alliances to boost its export business...

David Marsh in Paris examines changes at one of France's largest financial institutions

New era dawns for a sprawling giant

FRANCE'S sprawling Caisse des Dépôts et Consignations (CDC) is a giant cash-moving machine which scoops up savings in one part of the French financial landscape and invests or lends them in another...

Investors in Industry Group plc U.S. \$125 million Private placements and associated interest and long-dated currency swaps for the equivalent of U.S.\$125 million have been arranged by S. G. Warburg & Co. Ltd.

BP Capital B.V. unconditionally and irrevocably guaranteed by The British Petroleum Company p.l.c. U.S. \$340 million Since January, 1985 interest and long-dated currency swaps for the equivalent of U.S.\$340 million have been arranged by S. G. Warburg & Co. Ltd.

INTERNATIONAL COMPANIES and FINANCE

Wessanen expects strong results

By Our Financial Staff
WESSANEN, the Dutch foods group which a year ago raised funds through the London share market, expects profits for 1985 to show a further strong increase.

European Options Exchange studies oil products move

BY LAURA RAUN IN AMSTERDAM

THE European Options Exchange (EOE) and Rotterdam businessmen are considering launching the world's first options on crude oil and refined products this year.

New Swedish insurer

BY DAVID BROWN IN STOCKHOLM

SWEDEN'S troubled insurance sector has seen the entry of a new company, Finsäkrings AB Njord, which is to concentrate on the property, corporate and transport sectors.

Hoogovens boosts profit to Fl 206.5m

By Our Financial Staff

HOOGOVENS, the Dutch state-owned steel group earmarked for privatisation, has achieved increased profits for 1985 despite reduced steel output.

Yamanouchi to list in Paris

TOKYO: Yamanouchi Pharmaceutical, a leading Japanese pharmaceutical, is to be listed on the Paris Stock Exchange in April.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for January 7.

Table with columns for U.S. DOLLAR, OTHER STRAIGHTS, DEUTSCHE BANK, SWISS FRANC, and CONVERTIBLE. Includes sub-tables for YEN STRAIGHTS and Change on.

Lloyds Bank Plc
(Incorporated in England with limited liability under the Companies Act 1962 and the Companies Act 1985)
U.S. \$500,000,000
Primary Capital Undated Floating Rate Notes (Series 2)
Lloyds Merchant Bank Limited

Alcan in \$350m writedown

By Robert Gibbens in Montreal

ALCAN ALUMINIUM is making a large writedown in the value of its bauxite and alumina operations because of continuing heavy world over capacity and low prices.

United Stationers Inc.
2,250,000 Shares
Common Stock (\$10 Par Value)
Salomon Brothers Inc, William Blair & Company, Bear, Stearns & Co. Inc, The First Boston Corporation, Alex. Brown & Sons, Dillon, Read & Co. Inc, Donaldson, Lufkin & Jenrette, Drexel Burnham Lambert, Goldman, Sachs & Co., E. F. Hutton & Company Inc, Kidder, Peabody & Co., Lazard Freres & Co., Morgan Stanley & Co., PaineWebber, Prudential-Bache, L. F. Rothschild, Unterberg, Towbin, Smith Barney, Harris Upham & Co., Wertheim & Co., Inc., Dean Witter Reynolds Inc., A. G. Edwards & Sons, Inc., Advest, Inc., Blunt Ellis & Loew, The Chicago Corporation, Ladenberg, Thalmann & Co. Inc., Moseley, Hallgarten, Estabrook & Weeden Inc., Oppenheimer & Co., Inc., Stifel, Nicolaus & Company, Thomson McKinnon Securities Inc., Tucker, Anthony & R. L. Day, Inc.

Standard Chartered
Standard Chartered Finance B.V.
USS200,000,000 Guaranteed Floating Rate Notes 1994
Standard Chartered PLC
In accordance with the provisions of the Notes, notice is hereby given that for the six months period (181 days) from 8th January to 8th July 1986, the Notes will carry interest at the rate of 8 1/4 per cent. per annum.

U.S. \$300,000,000
Crédit Lyonnais
Floating Rate Notes Due 1994
Interest Rate 8 3/4% per annum
Interest Period 8th January 1986 to 8th July 1986
Interest Amount per U.S. \$10,000 Note due 8th July 1986 U.S. \$421.08
Credit Suisse First Boston Limited Agent Bank



**INTL. COMPANIES & FINANCE**

**Sears subsidiary acquires 20% stake in Hagemeyer**

BY DAVID DODWELL IN HONG KONG

SEARS WORLD TRADE, a subsidiary of the US retail group, yesterday completed a US\$50m deal by which it will take a 20 per cent stake in Hagemeyer, the Netherlands-based trading subsidiary of Hong Kong's First Pacific International.

The deal has been under negotiation since July last year. As well as subscribing to new shares in Hagemeyer at a cost of \$15m, Sears will acquire a majority interest in some of Hagemeyer's subsidiaries for \$14.5m, and will pay \$6m to refinance "certain" intercompany accounts in Hagemeyer.

In September, First Pacific International announced losses amounting to \$5.3m for the first half of 1985. These were largely due to the poor performance of Hagemeyer, which accounts for over 90 per cent of First Pacific International's turnover. The deal is part of an attempt to reduce group dependence on commodities trading. First Pacific's stake in Hagemeyer fell from 69 per cent to 55 per cent on completion.

First Pacific International is the trading and distribution arm of First Pacific Holdings, which is controlled by the Liem family and associates in Indonesia. It has had troubles linked with Hagemeyer since it took control of the 85-year-old group almost five years ago.

In 1982, US customs officials investigated whether coffee shipments arranged by a Hagemeyer subsidiary had entered the US in violation of the international coffee agreement. The probe reached no clear conclusion, but a settlement cost Hagemeyer an extraordinary loss of US\$282,825.

Sears will not be acquiring Hagemeyer's coffee commodity division as part of the deal. This was sold to First Pacific International for an undisclosed price with effect from December 31. First Pacific said that an improvement in world coffee prices meant that 1985 losses would not be as great as originally feared. Hagemeyer has also sold and leased back "non-strategic" property interests in Singapore.

Sears expects to use Hagemeyer's worldwide trading and distribution network to sell its products overseas. Hagemeyer has 40 subsidiaries operating in 23 countries.

**Japan lifts guaranteed foreign bond ceiling**

By Yoko Shibata in Tokyo

THE JAPANESE Ministry of Finance decided on Tuesday to set the ceiling on issuance of government-guaranteed foreign bonds in fiscal 1986 starting April at ¥500bn (\$2.77bn), up ¥60bn over the current year. The increase reflects the inclusion of subway construction and sewerage system projects by the Tokyo Metropolitan Government into the nation's domestic demand expansion package, as well as a bond issue by the Kobe Municipal Authorities.

The Tokyo Metropolitan Government plans to float ¥60bn of bonds, including ¥20bn worth in the US—the first such issue in 22 years. The cities of Kobe and Yokohama plan to float ¥11bn of bonds each.

Issuers will also include Japan Development Bank with ¥123bn, Japan Air Lines (JAL) with ¥60bn, and the Export-Import Bank of Japan with ¥55bn.

The MOF plans to amend its guidelines to increase issues in the Euro market and the US market in a shift from the previous emphasis on the Swiss market.

Cellulose or government-guaranteed foreign bond issues have increased steadily from ¥194bn in fiscal 1981 to ¥219bn in 1982, ¥469bn in 1983, and ¥603bn in 1984. The fall in 1985 was caused by Nippon Telegraph and Telephone (NTT), usually a large issuer, and the Bank of Japan not floating such bonds.

**JAL to pass dividend payments**

BY OUR TOKYO STAFF

JAPAN AIR LINES, the national flag carrier will pass its dividend payments for the current year to March. In his New Year's address Mr Susumu Yamaji, JAL's new president, said the company would find it extremely difficult to secure the profits needed for dividend payments. He also said JAL would barely be able to break even in the year to March 1987.

Mr Yamaji's remarks indicated that the crash of JAL flight 123 last August, which killed 520 people, requires heavy expenditure. They also reflect the impact of moves by passengers away from JAL after the worst single plane accident in aviation history.

After the August crash, JAL revised downwards its pre-tax profit projections for the current year to ¥7.3bn from the initially forecast ¥11.5bn, but it now seems that JAL will find it hard to achieve even the revised target.

JAL suffered a 25 per cent decrease in domestic passengers in the quarter to December. In the peak year-end and new year period, there was an 11.5 per cent fall in domestic passengers, while All Nippon Airways and Toei Domestic Airline managed to equal the previous year's record.

After skipping dividend payments in fiscal 1982 and 1983 after a plane crash off Tokyo International Airport at Haneda in January 1982, JAL resumed dividend payments in 1984.

Mr Kaoru II, the president of Saeco Electric Company is prepared to resign to take responsibility for the marketing of faulty oil heaters blamed for four deaths and 41 cases of illness from carbon monoxide poisoning. AP-DJ reports from Tokyo.

The president of the major home electric appliance company will offer his resignation to shareholders at a general meeting in February, the company said.

**John Elliott on a London-based businessman's troubles in India Swraj Paul withdraws from share battle**

MR SWRAJ PAUL, a London-based Indian-born businessman who has been fighting a controversial company share transfer battle in New Delhi for the past three years, has decided to reduce his personal involvement in India.

This follows both a boardroom setback in his attempt to buy shares in Escorts, a Delhi engineering and automotive company, and a tussle with his Calcutta-based brothers over the management of a \$761m worth of chemical and fertilizer projects being promoted by the Paul family in India.

Yesterday, shortly before he left for London at the end of a three-week holiday in India, Mr Paul said for the first time that he was prepared to sell stakes of 74 per cent and 13 per cent he bought early in 1985 for \$8m in Escorts and in DCM (formerly Delhi Cloth Mills), another major New Delhi company. He feels "let down" by the Indian government and public sector financial institutions and said: "If the institutions want me to sell, I will sell."

The decision has come at a time when Mr Paul has been suffering other business setbacks. His Caparo group in the UK has had financial problems with Fidelity, an electronics company he bought 15 months ago. Mr Paul also says he expects to lose \$3m as a result of the closure of the loss-making Nova Park luxury hotel in Paris of which he is a former chairman as well as an investor.

Mr Paul was a close confidante of Mrs Indira Gandhi, the former Indian Prime Minister who was assassinated 14 months ago. He has consistently denied suggestions that he was responsible for investing the money of either the Gandhi family or India's Congress Party abroad.

His controversial share deals in India started three years ago. He bought shares in Escorts and DCM for his Caparo group using special facilities introduced by the Indian government to encourage investment in India by non-resident Indians living abroad.

His holdings equalled or surpassed those of the Nanda family which has management control of Escorts and the Shrinani family of DCM. His Calcutta brothers' Apeejay tea and steels company bought small stakes in both companies.

Escorts and DCM refused to register the shares and a major blow was dealt in 1983, with the Indian industrial establishment fearing the predatory powers of rich non-resident Indians.

After lengthy court battles over the share purchases, the Indian Supreme Court delivered a judgment last month which was a setback for Escorts. But it failed to clear Mr Paul's share purchases and also endorsed the boardroom authority of public sector financial institutions, which own controlling stakes in both companies.

The main blow to Mr Paul's pride came in the past fortnight when the financial institutions backed the family managements of both DCM and Escorts, even though the share ownership issue is still to be resolved by the Reserve Bank of India following the Supreme Court judgment.

In Escorts, the institutions renewed five-year management contracts for Mr Hari Nanda, the founder chairman, and his son, Rajan.

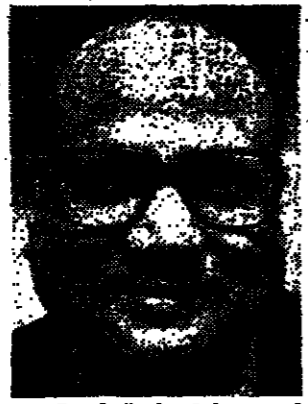
"I am no longer going to try to influence the running of these companies. I am quitting," said Mr Paul, who has accused the families of corrupt and inefficient management.

The dispute, however, is far from over and it seems likely that Mr Paul's brothers in India will continue the battle.

Mr Surendra Paul, the youngest of four brothers and chairman of the Apeejay group, is taking over responsibility for constructing a \$440m fertilizer plant in north India which the family won in competition against ICI and other Indian companies, and two polyester fibre and caustic soda plants costing \$90m.

Mr Swraj Paul says he is "withdrawing from emotional involvement" in these projects but will continue to provide off-shore finance. He is also shelving applications to the government for building an off-shore funded \$1.5bn gas fired steelworks in Goa, south of Bombay, and for electronics plants in Calcutta's north-eastern state of West Bengal.

Mr Paul estimates that his high profile entry into the Indian share market three years ago has cost him \$5m in lost interest and foreign exchange on the \$2m share purchases, for which he says he may sue his bankers, the Punjab National Bank. He has shaken up the Indian industrial establishment and raised questions about the feudal systems operating in many family companies, but he has failed, following Mrs Gandhi's death, to maintain his political clout.



Mr Swraj Paul, chairman of the Caparo group

This announcement appears as a matter of record only.

**MANUFACTURERS HANOVER LEASING CORPORATION**

is pleased to have arranged the equity and provided the senior debt

and

**MANUFACTURERS HANOVER TRUST COMPANY**

is pleased to have provided the construction loan

for the

**\$30,390,000**

**leveraged lease financing**

of an

**air separation facility**

to

**AGA Gas, Inc.**

a wholly owned subsidiary of

**AGA AB**

December 1985

Cleveland/New York/Stockholm

**Saitama International (Hong Kong) Limited**  
*(Incorporated in Hong Kong)*

**US \$100,000,000**  
Guaranteed Floating Rate Notes Due 1995

Holders of Floating Rate Notes of the above issue are hereby notified that for the second interest period from 8th August, 1985 to 7th February, 1986 the accumulated interest amount payable is US \$412.02 per US \$10,000 nominal.

Agent Bank  
**Bank of America International Limited**

**U.S. \$1,800,000,000**

**European Economic Community**  
Floating Rate Notes Due 1990

Interest Rate	8 1/8% per annum
Interest Period	8th January 1986 8th July 1986
Interest Amount per U.S. \$250,000 Note due 8th July 1986	U.S. \$10,134.11

Credit Suisse First Boston Limited  
Agent Bank

This announcement appears as a matter of record only.

**\$500,000,000**

**Commercial Paper Program**

for

**Commerzbank U.S. Finance, Inc.**

guaranteed by

**Commerzbank A.G.**

**MORGAN STANLEY & CO.**  
*Incorporated*

January 8, 1986

All of these Securities having been sold, this announcement appears as a matter of record only.

December 11, 1985

**NEW ISSUE**

**3,500,000 Shares**

**Paine Webber Group Inc.**

**Common Stock**  
(\$1 par value)

PaineWebber  
*Incorporated*

Bear, Stearns & Co. Inc.	The First Boston Corporation	Alex. Brown & Sons	Daiwa Securities America Inc.	Deutsche Bank Capital Corporation
Dillon, Read & Co. Inc.	Donaldson, Lufkin & Jenrette	Drexel Burnham Lambert	A. G. Edwards & Sons, Inc.	Goldman, Sachs & Co.
Hambrecht & Quist	E. F. Hutton & Company Inc.	Kidder, Peabody & Co.	Lazard Frères & Co.	
Merrill Lynch Capital Markets	Montgomery Securities	Morgan Stanley & Co.	The Nikko Securities Co.	
Nomura Securities International, Inc.	Prudential-Bache	Robertson, Colman & Stephens	L. E. Rothschild, Unterberg, Towbin	
Salomon Brothers Inc.	Shearson Lehman Brothers Inc.	Smith Barney, Harris Upham & Co.		
Swiss Bank Corporation International Securities Inc.	UBS Securities Inc.	S. G. Warburg, Rowe & Pitman, Akroyd Inc.		
Wertheim & Co., Inc.	Dean Witter Reynolds Inc.	Yamaichi International (America), Inc.		







# Yes, you've told us how badly Distillers is run, but what makes you think you could do better Mr. Gulliver?

**GULLIVER** The changes that are necessary at Distillers are so far reaching, they can only be introduced from the outside. We've done this already with a similar company – Allied Suppliers, which we bought in June 1982.

They were, in some respects, the "Distillers" of the grocery trade, a very large company that had grown by amalgamations, but whose market share had been sliding downhill for years. People expressed doubt whether Allied's business could be improved.

Profits last year were 240% of profits three years ago. Our share price has more than doubled in the last 18 months.

**QUESTION** *But Distillers' stock market value is 2½ times Argyll's. Aren't you biting off more than you can chew?*

**GULLIVER** No. Allied Suppliers was also 2½ times our size when we bought them. Yet we started to produce improved results almost straight away.

Nearly all Argyll Foods management are from Allied Suppliers. We provide the strategy and direction; they run the business. In the same way, we will identify the existing skills in Distillers, and give their management the leadership they require.

**QUESTION** *Your reputation has been made in the fast-moving retail trade. How does this qualify you to nurture famous whisky brands?*

**GULLIVER** Our prime skills are in marketing and in general management. These skills can both be applied to diverse businesses. Our record proves this. Our senior executives have backgrounds in companies like Unilever, Procter & Gamble, Mars, and Beecham: some of the most successful marketing companies in the world. We understand long-term business building and world brand marketing. It is this kind of marketing skill that we will bring to Distillers.

But more importantly, we will bring the strategy and direction required to build Distillers into an international drinks business with a much broader base.

**QUESTION** *You claim to be able to revitalise Distillers. But how successful is your own Argyll drinks business?*

**GULLIVER** How do you measure success? We've taken our drinks business from £100,000 profit in 1980 to over £10 million profit last year. Return on shareholders' funds has increased from 3% to 34%.

Last year, Distillers Company (Home Trade) showed £0.5 million profit on their sales of £121 million. We made £1.3 million profit on our home trade sales of just £30 million. If we could do that when our lead product is a regional rum, imagine what we could do with the famous names like Haig, Dewar's and Johnnie Walker.

**QUESTION** *You've run businesses in Britain. But what do you know about international markets?*

**GULLIVER** I have had direct experience in North America since 1971, when I became responsible for retail interests there, in addition to being Chairman and Chief Executive of Fine Fare here.

In 1982 we bought Barton Brands, a Chicago based drinks company, and built upon their traditional business of bourbon and Scotch whisky. For instance, we developed Corona Extra, making it the fastest growing imported beer in the United States.

Distillers make a lot of their performance in the United States. But it has all been achieved by local distributors, not by them. It wasn't till 1984 that they decided to buy one of these distributors, paying some \$250 million mainly for the right to distribute their own brands.

**QUESTION** *Argyll has achieved its growth by acquiring companies – How do you answer that?*

**GULLIVER** We have a reputation for making good acquisitions, but our profits come from making these prosper. For instance, in our food business, since 1982 we've increased profits from £18 million to £44 million – with only £2 million of this resulting from acquisitions.

**QUESTION** *It is said you not only buy companies – but you also sell them.*

**GULLIVER** In the past 4 years we've sold peripheral activities for a sum of £17 million. That represents only 2% of the current market value of the Argyll Group.

Looking at Distillers, we don't see why they need seven prestigious offices in London's West End. We may sell some of those. But we certainly won't be selling any of Distillers' valuable brands or businesses. We want to build up Distillers' business – not take it apart.

**QUESTION** *What makes you so confident you will make money for Distillers' shareholders?*

**GULLIVER** Because it will be in the interests of our management to achieve this. Argyll directors are committed to our company's success. We own a total of £27 million worth of shares in Argyll and 180 of our senior management participate in a stock option scheme, with an average of 30,000 shares each. We all have a very powerful motivation to succeed – as will Distillers' executives with our management.

**QUESTION** *Shareholders are being bombarded with circulars. Is there to be any let up?*

**GULLIVER** The shareholders have my sympathy. But we hope soon to be able to reduce these mailings to two a year – telling Distillers' shareholders about their dividends and earnings.

**Argyll. We can revive Distillers' spirits.**



FT COMMERCIAL LAW REPORTS

Digest of Michaelmas Term cases

FROM NOVEMBER 6 TO NOVEMBER 27, 1985

McGregor Navine (UK) Ltd v British Railways Board and Others (FT, November 6). In November 1978, McGregor contracted with the Railways Board to construct a ramp at Parkstone Quay. Performance of the contract was much delayed...

ing Ltd (FT, November 19). When distributors and warehousemen entered into a contract with the defendant, the defendant was not a party to the contract. In setting aside the order, Mr Justice Hoffmann said that although Citibank was within the jurisdiction and could be served with process, that did not mean there was no territorial limit to the matters upon which an English court might apply its own rules. The need to exercise the court's jurisdiction with due regard to the sovereignty of other states was particularly important in the case of banks.

FINANCIAL TIMES SURVEY TAKING YOUR CAR ON HOLIDAY TO BE PUBLISHED ON JANUARY 25th, 1986. Despite the ever-growing competitiveness of the Airline-Based Packaged Holiday Business, the popularity of holidays by car remains undiminished...

F.T. CROSSWORD PUZZLE No. 5,916. ACROSS: 1 Mounting anxiety about a firm that's expanding (7,7). 7 He goes out with Irene (5). 13 Show of affection for which one gets no credit (7). 21 Teller disposed to bells his nature (9). 25 Fair out on the river, having a drink (7). 27 Many machines involve it (9). 28 German currency between banks? (5). 29 One is really sorry to make it (7,7). DOWN: 2 Rising, like a defiant beast (9). 3 Used by a golfer in a jam? (5). 4 Balls-and-bats-can be part of it (5,4). 5 They man ships for a voyage, we hear (5). 6 It's pronounced 'J' without conviction (3,6).

APPOINTMENTS Planning director for Plessey Co.

THE PLESSEY COMPANY has appointed Mr John Saunders director of strategic planning, corporate strategy. Mr Saunders has been the planning director of Plessey Telecommunications & Office Systems, where he has worked closely with the executive director, Mr Frank Charley, to develop and extend the company's influence in both European and world telecommunications. Mr Saunders succeeds Mr Keith Warren, who has become managing director of research in the newly formed Plessey Research & Technology Division.

FT UNIT TRUST INFORMATION SERVICE

Table listing various authorized unit trusts, including names like British Caledonian Unit Trust, British Overseas Airways Unit Trust, and others, with columns for details and contact information.

AUTHORISED UNIT TRUSTS & INSURANCES

Table listing various unit trusts and insurance products, including names like 'Oppenheimer Fund Mgt Ltd', 'Scottish Equitable Fund Mgt Ltd', and 'Scottish Life Investments'.

Table listing various unit trusts and insurance products, including names like 'Allied Domicile Assurance Plc', 'Confederation Life Insurance Co', and 'Continental Life Insurance Plc'.

Table listing various unit trusts and insurance products, including names like 'Rockmore GENERALI SgA', 'Legal & General (UK) - Contd', and 'Liberty Life Assurance Co Ltd'.

Table listing various unit trusts and insurance products, including names like 'Manufacturers Life Insurance Co (UK)', 'Property Growth Assur Co Ltd', and 'Scottish Equitable Life Assn. Co'.

Table listing insurance products under the heading 'INSURANCES', including 'AA Priority Society', 'Abney Life Assurance Co Ltd', and 'Aetna Life Insurance Co Ltd'.

Table listing insurance products under the heading 'INSURANCES', including 'Allied Domicile Assurance Plc', 'Confederation Life Insurance Co', and 'Continental Life Insurance Plc'.

Table listing insurance products under the heading 'INSURANCES', including 'Rockmore GENERALI SgA', 'Legal & General (UK) - Contd', and 'Liberty Life Assurance Co Ltd'.

Table listing insurance products under the heading 'INSURANCES', including 'Manufacturers Life Insurance Co (UK)', 'Property Growth Assur Co Ltd', and 'Scottish Equitable Life Assn. Co'.



INSURANCE, OVERSEAS & MONEY FUNDS

Main table containing financial data for various insurance, overseas, and money funds. Columns include fund names, company names, and numerical values.

OFFSHORE AND OVERSEAS section containing financial data for various offshore and overseas funds.

Money Market Bank Accounts section containing financial data for various bank accounts.

Money Market Trust Funds section containing financial data for various trust funds.

OPTIONS section containing financial data for various options, including 3-month call rates.

Notes and footnotes at the bottom of the page, including information about prices and exchange rates.



CURRENCIES; MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar active in narrow range

The dollar traded quite actively in currency markets yesterday but remained confined to a fairly narrow range. The reasonable level of business tended to reflect the rather confused picture surrounding the dollar. In the absence of clear economic indicators, the market was indulging in speculation as to whether the US economy would show further signs of sluggish growth and drag down interest rates or whether the authorities had seen the dollar depreciate far enough for the time being to allow a recent comments by leading Japanese officials stressing a desire to see the yen subside at around its current level against the dollar tended to switch attention to the dollar-D-mark rate. Here the dollar made an early attempt to establish itself above DM 2.44, but with a number of large selling orders about it failed to attract any upward momentum and eased to a low of DM 2.4255. By the close short-covering and profit-taking had brought it back to DM 2.4405, still down from DM 2.4475 on Monday. Elsewhere it slipped to ¥201.45 compared with ¥201.90 on Monday and ¥201.90 on Monday. Elsewhere it fell to FF 7.48

£ IN NEW YORK

Table with columns for Jan 7, Prev. close, and various exchange rates for London, Frankfurt, and other locations.

FINANCIAL FUTURES

Good volume

Dealers were encouraged by the volume of trading on the London International Financial Futures Exchange yesterday, with a dollar denominated contracts meeting good buying interest, and sterling interest rate contracts losing ground as money market rates moved nervously higher and the pound remained vulnerable on the foreign exchanges. March Eurodollars opened unchanged at 92.17, and fell to an early low of 92.16, but sentiment was generally bullish and bids soon pushed the contract up to a peak of 92.26, before it closed at 92.24. A fall in the Federal funds rate to around 7 1/2 per cent from 7 3/4 per cent helped the pound to rise to a peak of 92.26, before it closed at 92.24. A fall in the Federal funds rate to around 7 1/2 per cent from 7 3/4 per cent helped the pound to rise to a peak of 92.26, before it closed at 92.24. A fall in the Federal funds rate to around 7 1/2 per cent from 7 3/4 per cent helped the pound to rise to a peak of 92.26, before it closed at 92.24.

LONDON

Table of financial futures data for London, including 30-year notional gilt, 10% notional short gilt, and three-month sterling.

CURRENCY MOVEMENTS

Table showing currency movements for various countries like Australia, Canada, Denmark, etc., with columns for Jan 7, Close, and % change.

OTHER CURRENCIES

Table showing other currencies like Swiss Franc, Japanese Yen, and Australian Dollar with their respective rates and changes.

CURRENCY RATES

Table of currency rates for various countries including Australia, Canada, Denmark, etc., with columns for Jan 7, Special, and other rates.

STERLING INDEX

Table of the Sterling Index showing values for Jan 7 and previous days.

EMS EUROPEAN CURRENCY UNIT RATES

Table of EMS European Currency Unit rates for various countries like Belgium, Denmark, France, etc.

FT LONDON INTERBANK FIXING

Table of FT London Interbank Fixing rates for three months and six months U.S. dollars.

LONDON MONEY RATES

Table of London Money Rates for various instruments like Treasury Bills, Bank Bills, etc.

MONEY RATES

Table of Money Rates for various locations like Frankfurt, Paris, Amsterdam, etc.

Public Notices

Public notices including 'THE MERSEY DOCKS AND HARBOUR COMPANY' and 'Art Galleries'.

FINANCIAL TIMES

Published in London, Frankfurt, and New York. Information about the newspaper's circulation and subscription details.

INTERNATIONAL & BRITISH EDITORIAL, ADVERTISEMENT & CIRCULATION OFFICES

International and British editorial, advertisement, and circulation offices. Lists of agents and contact information for various countries.

POUND SPOT—FORWARD AGAINST POUND

Table of Pound Spot and Forward rates against the Pound for various countries.

DOLLAR SPOT—FORWARD AGAINST DOLLAR

Table of Dollar Spot and Forward rates against the Dollar for various countries.

EXCHANGE CROSS RATES

Table of Exchange Cross Rates for various currencies like DM, Yen, Sfr, etc.

EURO-CURRENCY INTEREST RATES

Table of Euro-Currency Interest Rates for various currencies and maturities.

MONEY MARKETS

London rates stay nervous

Interest rates were slightly higher in nervous trading on the London money market yesterday. The Bank of England maintained a spread of dealing rates in its market intervention, but dealers were nervous about this was an indication of higher bank base rates in the immediate future. Sterling was steady to firm on the foreign exchanges but prices were quiet and little changed, giving no incentive for any change in interest rates. But the money market remained very nervous and the discount houses were willing sellers of paper when the Bank of England offered an early round of assistance. Three-month interbank rate rose to 12 1/2 per cent from 11 1/2 per cent, and discount houses buying rates for three-month bank bills rose to 1 1/2 per cent from 1 1/4 per cent. The Bank of England initially forecast a money market shortage of around £500m, but changed this to £100m at noon and provided total help on the day of £1,065m. An early round of assistance was offered and at that point the authorities bought £250m bank bills in band 2 at 1 1/4 per cent; £250m Treasury bills in band 3 at 1 1/4 per cent; and £500m Treasury bills in band 4 at 1 1/4 per cent.

NEW YORK RATES

Table of New York Rates for various currencies and instruments.

MONEY RATES

Table of Money Rates for various locations like Frankfurt, Paris, Amsterdam, etc.

London Clearing Banks' balances as at December 11 1985

The tables below provide the first monthly indication of the trends of bank lending and deposits, ahead of the more comprehensive banking and money supply figures published later by the Bank of England. They are prepared by the clearing banks and cover the business of their offices and their subsidiaries which are listed by the Bank of England as falling within the monetary sector.

Table 1: Aggregate Balances. Shows total outstanding and change on month for liabilities and assets.

Table 2: Individual Group Balances. Shows liabilities outstanding and assets outstanding for various banks like Barclays, Lloyds, etc.

LONDON SHARE SERVICE

BRITISH FUNDS

Table listing various British funds with columns for Name, Stock, Price, Dividend, and Yield.

Table listing funds categorized by 'Five to Fifteen Years' and 'Over Fifteen Years'.

Table listing 'Undated' funds.

Table listing 'Index-Linked' funds.

Table listing 'INT. BANK AND O.S.EAS GOVT. STERLING ISSUES'.

Table listing 'CORPORATION LOANS'.

Table listing 'COMMONWEALTH & AFRICAN LOANS'.

Table listing 'LOANS Building Societies'.

Table listing 'PUBLIC BOARD AND IND. Financial'.

Table listing 'FOREIGN BONDS & RAILS'.

AMERICANS - Cont.

Table listing American stocks with columns for Name, Stock, Price, Dividend, and Yield.

Table listing 'CANADIANS'.

Table listing 'BANKS, HP & LEASING'.

Table listing 'BEERS, WINES & SPIRITS'.

Table listing 'AMERICANS'.

BUILDING, TIMBER, ROADS - Cont.

Table listing Building, Timber, and Roads stocks.

CHEMICALS, PLASTICS

Table listing Chemicals and Plastics stocks.

DRAPERY AND STORES

Table listing Drapery and Stores stocks.

Table listing 'AMERICANS' (continued).

DRAPERY & STORES - Cont.

Table listing Drapery & Stores stocks.

ELECTRICALS

Table listing Electricals stocks.

Table listing 'AMERICANS' (continued).

Table listing 'AMERICANS' (continued).

ENGINEERING - Continued

Table listing Engineering stocks.

Table listing 'AMERICANS' (continued).

Table listing 'AMERICANS' (continued).

INDUSTRIALS - Continued

Table listing Industrials stocks.

Table listing 'AMERICANS' (continued).

Table listing 'AMERICANS' (continued).

INDUSTRIALS - Continued. Table listing various industrial stocks with columns for stock name, price, and other financial metrics.

LEISURE - Continued. Table listing leisure-related stocks such as hotels and resorts.

MOTORS, AIRCRAFT TRADES. Table listing stocks in the automotive and aviation sectors.

NEWSPAPERS, PUBLISHERS. Table listing publishing and newspaper stocks.

PAPER, PRINTING, ADVERTISING. Table listing stocks in the paper, printing, and advertising industries.

PROPERTY - Continued. Table listing real estate and property-related stocks.

SHIPPING. Table listing shipping and maritime stocks.

SHOES AND LEATHER. Table listing stocks in the footwear and leather goods sectors.

SOUTH AFRICANS. Table listing stocks from South Africa.

TEXTILES. Table listing stocks in the textile industry.

TOBACCO. Table listing tobacco stocks.

INVESTMENT TRUSTS - Cont. Table listing investment trusts and funds.

FINANCE, LAND - Cont. Table listing finance and land-related stocks.

OIL AND GAS. Table listing stocks in the oil and gas sectors.

OVERSEAS TRADERS. Table listing stocks of overseas trading companies.

PLANTATIONS. Table listing plantation stocks.

MINES - Continued. Table listing mining stocks.

Central African. Table listing stocks from Central Africa.

Australian. Table listing Australian stocks.

Miscellaneous. Table listing various miscellaneous stocks.

NOTES. Table containing financial notes and commentary.

INSURANCES. Table listing insurance stocks.

PROPERTY. Table listing property stocks.

TRUSTS, FINANCE, LAND. Table listing trusts, finance, and land stocks.

FINANCE, LAND, etc. Table listing finance and land stocks.

MINES. Table listing mining stocks.

INSURANCES. Table listing insurance stocks.

PROPERTY. Table listing property stocks.

LEISURE. Table listing leisure stocks.

TRUSTS, FINANCE, LAND. Table listing trusts, finance, and land stocks.

FINANCE, LAND, etc. Table listing finance and land stocks.

MINES. Table listing mining stocks.

Far West. Table listing stocks from the Far West region.

Far West. Table listing stocks from the Far West region.

Regional & Irish Stocks. Table listing regional and Irish stocks.

Regional & Irish Stocks. Table listing regional and Irish stocks.

Recent Issues & Rights. Table listing recent issues and rights.

Recent Issues & Rights Page 26 (International Edition Page 30). This service is available in every country...

LONDON STOCK EXCHANGE

MARKET REPORT

Equities and Gilts lose more ground on interest rate worries

Account Dealing Dates... First Declared... Last Account... The threat of dearer money continued to undermine confidence in London stock markets yesterday.

lost 10 to 42p and Gerrard National shed 7 to 26p. Clive gave up 2 to 33p... Composite Insurances recovered from early weakness to close with minor falls.

FINANCIAL TIMES STOCK INDICES

Table with columns for Jan, Dec, and Year Ago. Rows include Government Secs, Fixed Interest, Ordinary, Gold Mines, etc.

HIGHS AND LOWS

Table with columns for High, Low, and Indices. Rows include Govt. Secs, Fixed Int., Ordinary, Gold Mines.

SE. ACTIVITIES

Table with columns for Indices and Jan. Rows include Govt. Secs, Fixed Int., Ordinary, Gold Mines.

gains, most of which were directly attributable to company trading statements. Asprey, the jeweller, was the only stock to rise.

De Beers continued their recent good run and jumped 15 more to 375p... Golds recorded impressive gains and raced ahead for the sixth consecutive trading session.

RECENT ISSUES

Table with columns for Issue Price, Issue Date, and Stock. Lists various recent issues with their details.

FIXED INTEREST STOCKS

Table with columns for Issue Price, Issue Date, and Stock. Lists fixed interest stocks and their details.

RIGHTS OFFERS

Table with columns for Issue Price, Issue Date, and Stock. Lists rights offers and their details.

Traded Options

Another relatively lively session in Traded Options resulted in 14,043 contracts struck comprising 11,174 calls and 2,869 puts.

Shell rally

The leading oils drifted easier at the outset on lack of interest but steadied in later trading to end the day a further 3 better.

De Beers up again

Another powerful performance by De Beers, plus strong showings by gold and platinum, ensured a marked increase in turnover in mining markets.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for Equity Groups & Sub-sections, Tues Jan 7 1986, and Fixed Interest. Includes various sub-sections like Capital Goods, Building Materials, etc.

YESTERDAY'S ACTIVE STOCKS

Table with columns for Stock, Price Change, and Day's Change. Lists active stocks from yesterday.

MONDAY'S ACTIVE STOCKS

Table with columns for Stock, Price Change, and Day's Change. Lists active stocks from Monday.

EUROPEAN OPTIONS EXCHANGE

Table with columns for Series, Vol., and Last. Lists European options exchange data.

LONDON TRADED OPTIONS

Table with columns for Option, Calls, and Puts. Lists London traded options data.

RISES AND FALLS YESTERDAY

Table with columns for Rise and Fall. Lists rises and falls from yesterday.

WORLD STOCK MARKETS

Table of world stock markets including Austria, Germany, Norway, Australia, Japan, Canada, Denmark, Italy, France, Netherlands, and Switzerland. Columns include country, date, price, and change.

Table of stock prices in Toronto, categorized by sector (Sales, High, Low, Open, Close, Day). Includes sub-sections for Toronto prices and MONTREAL closing prices.

Table of stock indices for New York, South Africa, and various international markets. Includes columns for index name, date, and values.

Table of over-the-counter Nasdaq national market prices, listing various stocks and their current prices.

Table of chief price changes in London, listing various commodities and their price movements.

Hand delivery service for the Financial Times in Antwerp/Brussels/Gent/Kortrijk, Leuven/Luxembourg, Belgium & Luxembourg.

For morning delivery of the FT in major business centers coast-to-coast, call 212-752-4500. Includes a list of cities served.

FINANCIAL TIMES Because we live in financial times. FT Publications Inc. 1985





NYSE COMPOSITE PRICES

AMEX COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

Table of AMEX Composite Prices listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

Table of AMEX Composite Prices (continued) listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

Table of AMEX Composite Prices (continued) listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

OVER-THE-COUNTER Nasdaq national market, 2.30pm prices

Table of Over-the-Counter prices listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

Table of Over-the-Counter prices (continued) listing various stocks with columns for 12 Month High, Low, Stock, Div, Yld, P/E, and Change.

NEWS! FINANCIAL TIMES - same morning personal delivery service available in Oslo and Stavanger. CALL Copenhagen 13 44 41



# FINANCIAL TIMES SURVEY

## INVESTING IN BRITAIN

A stable society, improved labour relations and generous incentives have all helped Britain secure the biggest share of overseas investment coming to Europe. As countries worldwide seek new jobs, competition for new projects will continue to be intense

### A lion's share

By ANTHONY MORETON, Regional Affairs Editor

JUST OUTSIDE Merthyr Tydfil in the heart of industrial south Wales, on the old road from Cardiff, there is a factory that on high days and holidays flies three flags. Two are, naturally, the Union Flag and the Welsh Dragon; the third is the Japanese.

The factory belongs to Sekisui, one of the Japanese concerns that have been drawn in increasing numbers to Britain. Almost next door to Sekisui is the Hoover factory, where the US electrical products group makes washing machines.

These two are symbolic of the way in which Britain has managed to attract direct investment from overseas. Hoover is a large concern, employing almost 3,000 people and has been established in Merthyr for many years. Sekisui is probably the smallest Japanese concern in the UK, employing fewer than 50 people, and a relatively recent entrant to the area.

The flow of inward investment that these companies represent, shows no signs of drying up. Komatsu, also from Japan, announced just before Christmas that it was to make heavy construction equipment in the north east at Gateshead and Euro-Compound Belgium, a supplier of compounds for the carpet industry, set up a manufacturing operation in Manchester.

The list of overseas companies that have established operations in the UK is impressive: Ford, General Motors, Du Pont, Esso, IBM, Hewlett-Packard from the US, Sony from Japan, SKF from Sweden, Phillips from the Netherlands,

Olivetti from Italy, Ciba-Geigy and Roche from Switzerland, Rhone-Poulenc, Renault and Michelin from France—these names just scratch the surface.

Britain has, in fact, captured the lion's share of the investment that has migrated to Europe from both West and East, a performance which is viewed with envy by a number of other European countries. Last year alone, major investments were announced in the UK by Du Pont, Hewlett-Packard, Rohm Corporation (an IBM subsidiary), Damon Biotech, Merck Sharp and Dohme, Digital Equipment and Data General Corporation.

Some 41 per cent of all US investment in the EEC, amounting to some \$32bn (approx £23bn) has come to Britain. The nearest competitor, West Germany, has attracted 19.3 per cent of that investment, worth \$15bn, with the Netherlands in third place with 10.5 per cent

worth \$8.3bn. Most Japanese investment in Europe has also come to the UK and even when Japanese concerns have moved to Europe, that move has often been from a bridgehead in Britain. It has been estimated that around 40 major Japanese concerns, including Sony, Matsushita and Hitachi, are in the UK.

Nor is it just the US and Japan that are investing in the UK. Many of the major European concerns are in the country and there is increasing interest in Britain from places such as Australia, Hong Kong and Singapore.

In 1984, the last full year for which figures are available, 285 foreign-owned concerns undertook investment in the UK, of which almost half, 154, were American and a further 98 West German. The Invest in Britain Bureau has estimated that these projects created 28,125 jobs and safeguarded almost 18,000 more.

In many of these cases the motivation is a desire by expanding companies to open up new markets for their products and to eliminate transport costs, or, particularly in the case of the US, to take advantage of lower wage costs.

The big increase in Japanese investment over recent years has to a large extent been prompted by another factor—increasing pressure from its trading partners for a reduction in its direct exports. The growing prospect of EEC trade restrictions in a number of product areas has persuaded the Japanese it would be politic to transfer some production destined for Europe to Europe itself.

The fact that mobile investment is often English-speaking, or that English is the major foreign language of executives, has given the UK an enormous lead in attracting schemes such as these.

The number of Japanese businessmen who speak European languages other than English is infinitesimal. British development agencies and local authorities have too gone out of their way to smooth the path of Japanese managers in Britain, and this has undoubtedly played an important part in sucking in additional investment.

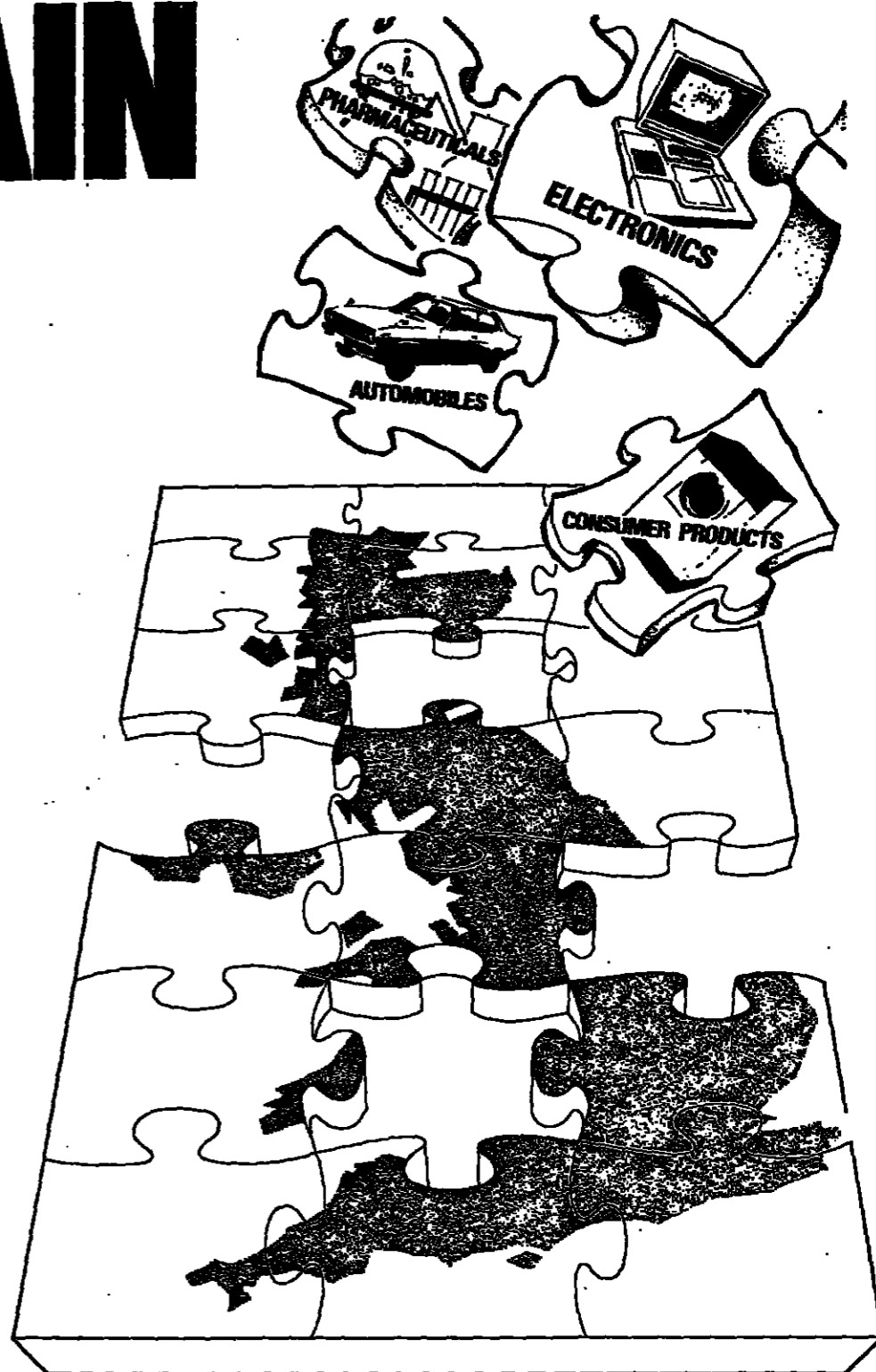
Intangible business factors such as language are, however, outweighed by solid commercial reasons when it comes to choosing between locations.

All the European countries compete strongly in the provision of grants and other incentives in order to attract mobile international projects, and there is strong competition too from other parts of the world, including most recently China. Japanese companies in particular are being strongly courted by the Chinese.

In Britain itself, some £500m was spent in the 12 months to April 1985 on mandatory and selective assistance to industry setting up in economically depressed regions, though this figure is likely to be lower in subsequent years following the withdrawing of the aid map by the present Government towards the end of 1984.

In the areas still covered, however, a company can still receive mandatory grants of 15 per cent towards the cost of new plant, machinery and buildings and one moving to a lower-tier, intermediate area can still find itself eligible for selective financial assistance.

Another factor which has



#### IN THIS SURVEY

Economy: success but jobs gap remains 2  
Politics: changes loom in Party system 3  
Regional policy: new purpose in government policy 2  
FINANCE  
Financial services: open door policy attracts

foreign banks 4  
INDUSTRY  
Trade policy 6  
Guide to incentives in Europe 6  
Manufacturing picks itself up 7  
Energy: challenge of the post-oil era 7  
Academic links: seeking

to the science park banner 8  
Education and training: reducing the gap between academic life and training systems 8  
Labour: milder shopfloor climate 9  
Locals in Scotland 9  
INFRASTRUCTURE  
Ports: more modernisation plans 10

Telecommunications: new range of services 10  
Air transport 11  
Road transport 11  
ADVICE  
Sources of aid 12  
The Japanese connection 12  
Advertising: emphasis on strong public relations 13  
Marketing: higher profile for practitioners 13  
Property: pendulum

swings towards tenant 14  
Surveying services: towards one-stop shopping 14  
French investment in the Midlands 15  
Starting a company: wide choice of structures 15  
Hotels: everybody wants a London flagship 16  
The Arts: A great British success story 16  
Accountants 16

CONTINUED ON NEXT PAGE

Anyone who asks  
why invest in Britain  
should be sent to

# COVENTRY

and they will find  
themselves in good company.

FOR FURTHER INFORMATION PLEASE CONTACT:  
HOWARD BLAKE, MARKETING UNIT, COVENTRY CITY COUNCIL, EARL STREET, COVENTRY CV1 5RR  
TEL: (0203) 25555 EXT. 2378. TELEX: 31469







Table with columns for date and amount, listing financial transactions for British Nuclear Fuels (BNFL) from January 1, 1986, to January 22, 1986. The table is organized into four columns and contains numerous rows of data.

### OUR TEN YEAR PLAN FOR FUELLING THE ECONOMY.

Over the next 3,652 days, British Nuclear Fuels will invest an average of £1 million a day. We've only been able to show you a fraction of the £3.7 billion total, in fact. Over the next ten years it'll add up to £3.3 billion spent on new technology and new equipment with British suppliers.

That's enough to provide work for over 50,000 people between now and then. At British Nuclear Fuels we don't just manufacture, enrich and recycle the fuel for the UK's eighteen nuclear power stations, but for many overseas as well. Last year, exports earned us £128 million and

we have orders worth another £3,500 million. By the early '90s Britain's nuclear power industry should be even more successful and, for our part, we shall be supplying the fuel to produce at least 25% of the country's electricity. We'll also be providing the economy with considerable energy.

If you'd like to know more about what we do and how we do it, for further details write to Information Services, British Nuclear Fuels plc, Risley, Warrington WA3 6AS. We hope this will give you fuel for thought about the next ten years.

**BRITISH NUCLEAR FUELS PLC.**





Investing in Britain 7

# Manufacturing sector shows resilience

**Industry**  
IAN RODGER

THE STATE of UK industry has been a subject of constant and lively debate ever since people became aware two years ago that the country had become a net importer of manufactured goods.

The fact that the country which set off the industrial revolution—a country with few natural resources and a very large population—has no longer seem to support itself with the goods it made came as a shock to most Britons. And it has been causing increasing alarm in some quarters because of the impending loss of the past decade's trade surplus on oil.

The issue came to a head in October with the publication of a report by a House of Lords Committee on Overseas Trade.

The report argued that the decline was due to low investment in, and the lack of competitiveness of, UK manufacturing over a long period, exacerbated in recent years by high rates of inflation, interest and currency. It predicted that unless the Government took steps to stimulate the economy and provide special support for industry, many manufacturing sectors would continue to decline.

Responding for the Government, Mr Nigel Lawson, the Chancellor of the Exchequer, could hardly have been more devastating. The report, he said, consisted of "special pleading dressed up as analysis, and assertion masquerading as evidence." His view was that British industry was in much better condition than it was five years ago, thanks largely to a more liberal environment provided by the Government.

He argued that, as the oil ran down, the exchange rate would decline and industrialists both in and outside the UK would realise that the country was a good place to make things again. There would be no need for the "cocoon of subsidies" proposed by the Lords committee to bring about a big increase in manufacturing output.

So which side is right? Only time will tell, but there is

already considerable evidence to support the Chancellor's view. Manufacturing industry undoubtedly is in much better shape than it was five years ago. Output per worker in manufacturing is 27 per cent higher than it was in 1980, largely because the Government has enabled managers to get rid of overmanning and the traditional rigidities in labour practices.

Cash flow has also improved steadily. Trading profits before depreciation of UK industrial and commercial companies rose from £40bn in 1980 to £67.5bn last year and there was a further 22 per cent surge in the first half of 1985.

The more vexing question is whether or not the shakeout of the past five years has caused the elimination or crippling of many sectors. And if that is the case, will it, as the Lords Committee claims, be very difficult to rebuild them?

It is certainly true that a few sectors, such as motor-cycles, home entertainment products, photographic film, and special steels have all but disappeared. And others, especially motor-cars, have seen dramatic declines in output in the past decade.

But the resilience of manufacturing has been greater than many people may suspect. From its last peak in the fourth quarter of 1979, manufacturing output had tumbled more than 15 per cent by the fourth quarter of 1982.

Since then it has been recovering steadily, and is now only 6 per cent below the 1979 peak. A few of the UK's strongest industries, such as chemicals, pharmaceuticals and electrical engineering, are already above the 1979 peak.

It is always difficult to get clear measures of capacity. But it is encouraging that even though many sectors are now nudging up against their historic production records, few complaints are being heard about capacity constraints.

What seems to have occurred is that, while much old plant has been scrapped, manufacturers have found that they can squeeze much more output from less equipment, better management and more co-operative workers.

Also, there has been a resurgence in investment in new, more productive equipment. From the last peak of

£7.5bn in 1979, annual gross fixed investment by manufacturing industry dropped to £4.9bn in 1982, but recovered to £5.5bn in 1984 and grew by a further 5.5 per cent in the first half of 1985.

All this would seem to suggest that the mythical automatic regulator beloved by the current Government's economists can work. As the terms of trade move in Britain's favour, many British manufacturers may well be able to respond quickly and fully to demands for higher output.

There is also some evidence that industrialists are already planning to increase output in anticipation of such an improvement. Probably the most clear-cut indication was the decision in October by J. I. Case, the U.S. farm equipment group, to launch a \$90m, five year investment programme in this country, involving the transfer of much of its manufacturing activity from the U.S. This programme alone is expected to generate an additional £150m in annual exports of manufactured products.

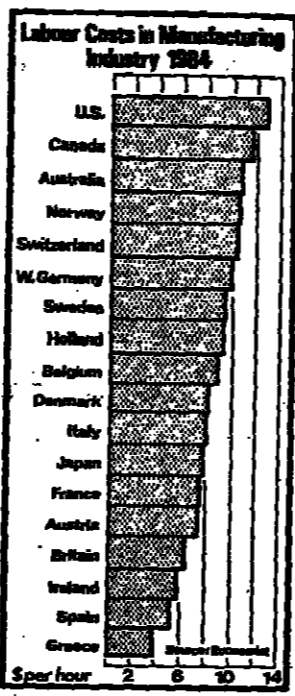
Farm equipment is one of the manufacturing sectors where the UK has remained very strong in recent years despite the difficult trading climate.

Many other mechanical engineering sectors too have held their own.

Britain also remains a major producer of gas turbine engines. Indeed, Rolls-Royce has the only significant aero-engine technology outside the U.S. Similarly, Buxton Gas Turbines is one of the few non-US companies to make its own design industrial gas turbines.

Despite their upheavals in the past decade, the two largest final-product industries remain aerospace and automobiles. The automobile industry finally seems poised for some recovery from the slump of the past decade. Privatised Jaguar has been very successful as a result of a fresh commitment to quality and state-owned Austin-Rover has been making progress towards profitability.

As for the multinationals, Ford and General Motors, they, like Case, seem to have recognised that the UK will be an increasingly competitive manufacturing centre in the future. Ford, for example, is concentrating all its diesel engine



manufacturing for Europe in the UK.

British Aerospace too has seen its prospects improve, thanks mainly to the recent strengthening of its civil aircraft interests. Airbus Industrie, in which it has a 20 per cent stake, has built up a substantial order book in recent months.

For all the promising signs, it still remains to be seen whether UK manufacturers will be able to fill the gap that will soon be created in the country's trade balance by declining oil surpluses. There is no doubt that they are now, with considerable Government support and encouragement, doing all the right things—designing for more efficient manufacture, using new materials, adopting flexible factory automation technologies, and paying more attention to marketing.

But it is difficult to tell if they are doing them as rapidly and effectively as their overseas competitors. The performance of the so-called high technology sectors is a particularly puzzling case. The statistics indicate that the electronics industries are growing very rapidly, but hardly a day passes without evidence of leading British companies in these sectors—ICL, Sinclair, Racal, Thorn-EMI, STC—being in trouble.

Perhaps the explanation is that their operations are now of less significance compared to those of foreign companies, such as IBM and Digital Equipment of the U.S. Sony and Hitachi of Japan, and many others, that are thriving. Time will tell.

# Challenge of the post-oil era

**Energy**  
MAX WILKINSON

THE LONG slow decline of Britain's oil production is likely to set in from this year, bringing with it the need for profound adjustments in the economy as a whole.

In just 10 years, crude oil production from the UK sector of the North Sea has risen from nothing to an average of about 2.7m b/d (130m tonnes) last year.

By the end of this year more than \$50bn (in current money terms) will have been invested in North Sea oil and gas fields, with the creation of some 100,000 jobs including those in associated industries.

In the next ten years, output from the fields now in production or being developed will fall steadily, and by the end of the century they will be providing only about 10 per cent of the current level of production.

The major challenge for Britain in this period must be to re-build the strength of the rest of the economy, especially the manufacturing sector, to provide the export earnings needed to pay for the oil and other goods which will then have to be imported.

For one of the remarkable aspects about Britain's second major period of discovery of fossil fuel is that it was accompanied by a sharp decline in manufacturing industry. In marked contrast with the great development of the "workshop of the world" on the back of Victorian coal production UK manufacturing output fell by about 15 per cent during the much more rapid build up of oil production from 1970 to 1981.

The decline of manufacturing, which has not been completely reversed in the steady recovery since 1981, cannot be linked in a naive way to the rise of oil. The sharp change in monetary policy in 1979 and long-standing structural weaknesses clearly contributed.

But the loss of competitiveness as rising oil production helped to strengthen the exchange rate in 1979-80 clearly was an important factor. It points to the essence of the problem which Britain will face in the years ahead.

Just as rising oil output pushed the UK balance of payments into surpluses far greater than at any time in post-war



Production platform in the Forties field. In 1985, the field will have produced over 100 million barrels of oil.

attention is being given to coal, Britain's other great energy resource.

When the oil runs down, the UK will still have plenty of coal—perhaps for 150 years or so. The big question is whether this industry, plagued by strikes, poor morale and declining productivity can modernise fast enough to meet the challenge as gas becomes more expensive and oil becomes scarcer.

Since the end of the 1964-85 strike, the industry does seem to be showing signs of greater realism. The National Coal Board's labour force has been reduced from 187,000 in 1983 before the strike to 155,000, with output per man shift in September some 8 per cent higher than the average for 1983. However, absenteeism is still high at nearly 13 per cent, substantially more than in the earlier years of this decade.

In the domestic market coal will have a tough fight for some years against the superior convenience of gas. However, gas prices are certain to go up as cheaper supplies from the southern basin of the North Sea are exhausted and replaced by supplies from more expensive fields. This will no doubt increase the attractiveness of coal and oil for industrial users.

In the generation of electricity the choice between coal and electricity will depend crucially on an outcome of the lengthy enquiry into the Central Electricity Generating Board's plans to build a pressurised water nuclear reactor at Sizewell on the Suffolk coast.

The board would like this to be the first of a family of nuclear power stations which would raise Britain's dependence on nuclear generation from about 8 per cent to 42 per cent by the year 2020. This would leave coal fired generation capacity at about 50 per cent, its present proportion, as the oil fired stations were gradually scrapped or converted to coal.

One of the political lessons from the recent miners' strike was the need to secure a diversity of power sources. The oil fired stations rescued the Government in 1984-85, but other wise there seems little prospect that they can ever again earn their keep.

The nuclear programme is therefore seen as a political insurance as well as being a source of relatively cheap energy when the oil begins to run out.

## CAN A BUSINESS GET AHEAD WITHOUT FIRST CATCHING UP?

To entrepreneurs who thrive on opportunity, the question is rhetorical. In today's competitive economic climate successful growth industries are good news – for investment and for profit. Which is why more and more businessmen are being attracted to Scotland.

How, precisely, you might ask?

They're viewing our free video presentation which highlights the sort of opportunities that Scotland's high-tech industries are providing men with vision.

In the electronics industry (we lead Europe in semiconductor production), in health care and biotechnology (a world leader), in advanced engineering, and the ever expanding support and service industries, an increasing number of businesses are getting ahead.

But to answer the question for yourself, clip the coupon today, and catch up on Scotland.

I WANT TO KNOW HOW I CAN DO BUSINESS IN SCOTLAND. PLEASE SEND ME MY FREE VIDEO CASSETTE ENTITLED 'CATCH UP ON SCOTLAND'. I WOULD PREFER VHS (BETAMAX) (PLEASE TICK). SEND YOUR COUPON TO: SCOTTISH DEVELOPMENT AGENCY, ENQUIRY SERVICE, CURZON HOUSE, 20/24 LONSDALE ROAD, LONDON NW6 6RD OR TELEPHONE: 01-200 0200 FOR PROMPT ACTION.

NAME \_\_\_\_\_ POSITION \_\_\_\_\_

COMPANY \_\_\_\_\_ ADDRESS \_\_\_\_\_

POSTCODE \_\_\_\_\_

NATURE OF BUSINESS \_\_\_\_\_

SIGNATURE \_\_\_\_\_

CATCH UP ON SCOTLAND



Investing in Britain 9

Job fears temper shopfloor climate

LABOUR RELATIONS in the UK used to be characterised in the term the British disease...

Foreign investors in the UK seemed especially prone to outbreaks of the disease...

That British labour relations have undergone a sea change might be hard to tell...

In international terms, the facts bear it out. The UK occupies today a middle-ranking international place...

The effects have been enormous. At local level, for instance, faced with the acute reality of the recession...

Co-operation

That such international trends, combined with the UK's position as a point of entry into the EEC market...

Labour relations were a problem in these companies' think tanks but not an overwhelming one...

Falling numbers — and, more importantly, the decline in the unionisation of the workforce...

That the Government has acted to engender forms of workforce co-operation...

Working Days Lost

Table with 2 columns: Country and Working days lost by industrial disputes per 1000 employees, 1983

Source: Department of Employment Gazette, 1985.

ATTRACTING INDUSTRY TO SCOTLAND

A new challenge

LOCATE IN SCOTLAND operates from the offices of the Scottish Development Agency...

Location Preference

Table with 4 columns: Ranking, Previous year's ranking, Country, Number of companies out of 298...



Mr George Younger, Secretary of State for Scotland.

"They had different presentations. Ireland emphasised the grants...

Why SCI found the package attractive

THE SCOTTISH electronics industry got a boost with the arrival of SCI of Alabama.

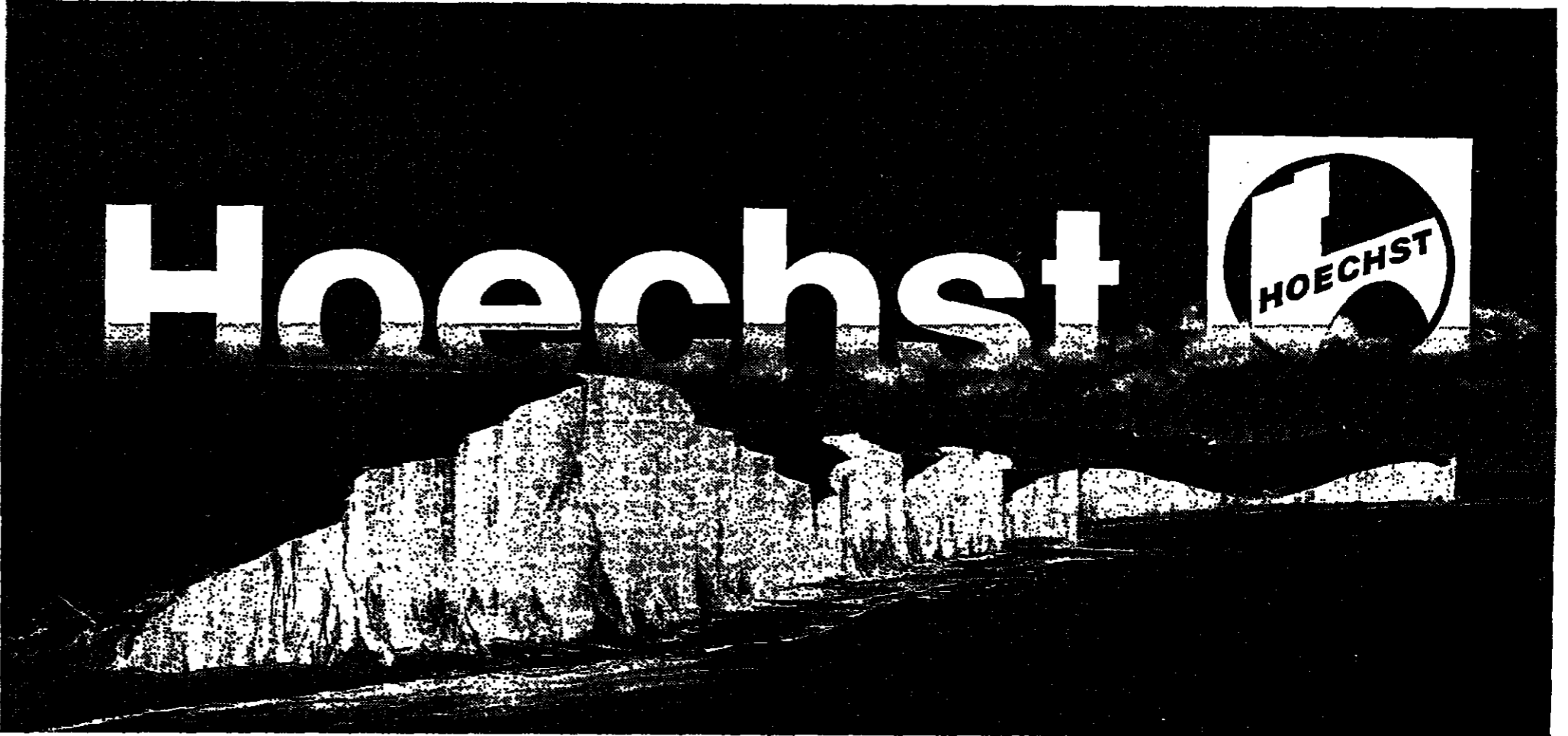
Mark Meredith

research and development which the planners wanted to see in inward investment...

Equal weighting

"We rise and fall on the level of success we have in operating market conditions..."

M. M.



Scratch the surface and you'll find Hoechst High Chem

You needn't go far behind the surface of British industrial success to find Hoechst at work.

As one of the largest German investors in the UK we supply not only raw materials...

To this end we employ almost 7000 people in the country and commit over £3 million...

All as part of our worldwide philosophy of Hoechst High Chem, devoted to harnessing...

With over £75 million worth of annual exports, laying a further foundation to Britain's economic prosperity.

A foundation that's firm, yet never far below the surface.

Hoechst. The High Chem Company

Hoechst logo

Advertisement for Deeside Industrial Park, describing its location, facilities, and contact information.

We spend £40 million a week on research to produce better chemicals, pharmaceuticals, fibres, plastics, dyes...

change

ES

nghe





Investing in Britain 12

# Support for innovation given priority

**BUSINESSMEN THINKING** of building a factory, starting a company, or expanding an existing facility in Britain will find no shortage of advice or guidance. Help is at hand from central government (largely through the Department of Trade and Industry), from local authorities (which are taking an increasingly active role in the regeneration of local economies), from regional development bodies like the Scottish Development Agency and the Welsh Development Agency, and from the private sector in the form of banks, merchant banks, and the growing numbers of venture capital funds.

Support for innovation is among the Government's specific priorities. There is, for example, a scheme which provides up to 25 per cent of eligible costs to encourage approved R and D. There is the Alvey Programme which covers collaborative research in advanced information technology between industry, academic institutions and other research organisations; and there is the European Strategic Programme for Research and Development in Information Technology (ESPRIT) which was adopted by the European Community to support R and D programmes in microelectronics, software technology, advanced information technology, office systems and computer integrated manufacture.

## Sources of aid

TIM DICKSON

factory units; it offers equity and loan funds on commercial terms; and its Business Development Unit specialises in management and technical advice to firms with fewer than 50 employees.

The Scottish Development Agency supplies equity and loans and aims to bridge the finance gap or complement private sector sources. Its electronics division helps evaluate and set up new high technology businesses and the SDA keeps an investment register to enable businesses with problems to find stronger partners.

The Northern Ireland Industrial Development Board (IDB) helps clients raise finance and other forms of public sector assistance; finds new products for Northern Ireland-based companies; and introduces overseas companies to local firms with a view to engaging in a joint venture or licensing agreement.

## Business problems

The DTI, meanwhile, awards grants to help companies obtain advice on business problems and opportunities, and to provide information. Many of these services, such as those for design, manufacturing and quality assurance, are directed towards small and medium-sized businesses, but the support is available to all firms where advanced manufacturing technology, biotechnology and microelectronics applications are concerned.

Companies looking for a package of special incentives may well turn to one of the regional development agencies. The Welsh Development Agency, founded in 1976, was set up to put new life back into the Welsh economy and improve the business environment in Wales. With 20m sq ft of space, the Agency can provide a wide variety of

stimulating employment. Enterprise boards are distinct from enterprise agencies, which are often supported by local authorities but which are typically local partnerships between councils, companies in the private or public sector and the professions in a given area.

Initially, enterprise agencies concentrated on encouraging the growth of successful small businesses through basic management training and advice — they do not lend or invest money — but some have recently expanded into the provision and management of small business workshops, agency work for the Government's Youth Training Scheme, further involvement in training and education, and closer liaison with the Government's Information Technology Centres.

## Private sector

There are between 150 and 200 enterprise agencies — their effectiveness varies depending on the quality of the director but the chances are that any one agency will be well informed about the best sources of finance and property in their locality.

In the private sector, bank lending to small and medium sized businesses is dominated by the four major high street lenders, with the UK merchant banks and the increasingly competitive and aggressive US banks offering more sophisticated and individually tailored lending packages.

One of the most significant developments in Britain in the last five years is the expanding role of venture capital. Whereas in 1979 the long-term finance market for small companies was dominated by ICFI (now part of the Investors In Industry Group) with perhaps 15-20 others, there are probably at least 150 organisations now which call themselves venture or development capital funds.

Several have international connections (mainly American), including Abingworth, Advent, Alta Berkeley, Alan Patricof Associates (APA), Barings and Hambrecht and Quist, Citicorp Venture Capital, Newmarket, Thomson Clive and Venture Founders. Few of these specialise by sec-



ADVICE

**The range of advice and assistance available has expanded rapidly, with national, regional and local government, the professions and self-help groups all keen to assist potential investors.**

tor or "round" of finance, taking in everything from the pure start-up to the mature management buy-out.

One scheme that has had a major impact is the Business Expansion Scheme, under which individuals in the UK can gain income tax relief at their highest rate for qualifying businesses up to £40,000 per annum until April 1987. Companies are eligible if they are "unquoted", if they carry on a qualifying trade (which includes most manufacturing but excludes financial services), and if they are not controlled by another company.

## German Direct Investment in UK

Total investment until December 31 1984 (net transfers since 1/1/1952)	DM (m)
1965	142
1970	594
1971	714
1972	754
1973	862
1974	1,093
1975	1,709
1976	1,965
1977	2,115
1978	2,358
1979	2,443
1980	2,614
1981	2,909
1982	3,950
1983	5,018
1984	6,109

Source: Federal Ministry of Economics, Bonn.

# Keeping Europe's door ajar

## The Japanese connection

ROBIN REEVES

A SENIOR Japanese executive working in Wales was recently asked what was required to encourage more Japanese manufacturing investment in the local economy. "An increase in EEC trade restrictions," he replied mischievously.

For all the lip service that is paid regularly in the recessionary climate of the 1980s to the importance of maintaining free trade between OECD economies, the fact remains that a high proportion of Japanese inward investment into the UK and Europe has been initiated by EEC trade restrictions, real, threatened or feared, rather than the growing inefficiency or impracticability of supplying expanding UK and EEC markets from Japan.

There are a number of notable recent examples. No inward investment project was fought for more keenly by UK local authorities than the Nissan vehicle assembly plant, now under construction in the north east of England. The venture promised eventually to create as many as 5,000 jobs, making it the largest job-generating manufacturing project to have appeared on the UK inward investment scene in recent times.

But it is debatable whether Nissan would have contemplated making the investment in the first place but for the "voluntary" ceilings on Japanese car imports into the UK and other EEC markets and the restraint this has placed upon the company's growth.

Similarly, Komatsu of Japan, now the world's second largest construction machine maker, announced last month (December) that it was investing £12.5m in the former Newcastle-upon-Tyne premises of its main rival, Caterpillar Tractor of the US, to produce hydraulic excavators and wheeled loaders. Caterpillar abandoned the factory last year creating 1,000 redundancies.

Komatsu acknowledged that its decision to manufacture in Europe had been influenced by the earlier imposition of anti-dumping duties upon its export of excavators to Europe. The company was at pains to



In manufacturing, the Japanese are setting management and performance standards which UK-based companies now seek to emulate.

emphasise that the UK content of its machines would rise from 60 per cent to 80 per cent within three years.

In another example, continental EEC machine tool producers lobbied hard last year (1985) to prevent Yamazaki, the Japanese machine tool producer, from building a £29m automatic plant at Worcester to produce lathes and machining centres. In this instance, the company sought to allay the fears of its continental competitors by suggesting that the new plant may export its finished products to Japan.

Generally speaking, the importance of trade restrictions as a factor encouraging inward investment is sometimes lost sight of in the hard sell, promotional battles between different parts of Britain and their emphasis upon the superiority of communications infrastructure, excellent labour relations, etc.

This observation is particularly true of Wales which, for many years now, has been seeking to attract as much inward investment as possible, not only from abroad but also from other parts of the UK. This has been in order to replace the declining job opportunities in its traditional industries, notably coal, steel and agriculture.

The net result is that Wales, these days, boasts over 200 overseas-owned companies of which just over half are from the US and, to date, 10 are from Japan.

This tie-up appeared an ideal solution to the problem of international economic and technological adjustment in a major industry. The benefit of Japan's more advanced television technology was to be applied to modernise a significant slice of British manufacturing capacity, in a way which would safeguard rather than undermine the jobs of the 2,000 workers then employed at Hirwaun.

In the event, the marriage was not a success (as has been the case with other UK-Japanese joint manufacturing ventures) and last year terms for a divorce were agreed: though not before there had been a series of redundancies, short-time working, a pay freeze and more than one strike.

Hitachi, having bought out GEC's share, has since proceeded to introduce the full paraphernalia of Japanese management style and practice, including the removal of all demarcation, and the granting of single union negotiating rights—in this instance to the electricians' union, the EEPFU.

The union, in turn, accepted the introduction of pendulum arbitration—the controversial so-called no-strike agreement whereby in the event of a dispute an arbitrator will recommend either management or union position without seeking a compromise—and, more unusually, a further 400-plus redundancies.

However, Hitachi's Hirwaun plant now appears to have turned the corner. Recruitment has recommenced—it is in the process of taking on 200 new staff—and a diversification into the production of video recorders has been introduced.

Whatever the motivation or inspiration, Japanese manufacturing investment has been widely welcomed in Wales. It has offered a source of secure and growing employment in a jobs-hungry economy. It has also helped to establish new standards of manufacturing efficiency and wise investment.

Since they first put down roots, most Japanese companies in Wales have undertaken regular investment to increase and upgrade the local content of their products, and in other instances to expand their product range, increasing the number of secure jobs available. In short, they have set management and performance standards which many other Welsh-based companies now seek to emulate.



# The fastest-moving bank in Britain.

Investing in Britain 13

Advertising

TOP TEN

Name	Billings £m
1 Saatchi & Saatchi	162.00
2 J. Walter Thompson	142.60
3 Ogilvy and Mather	110.00
4 D'Arcy MacManus	
Maslum	107.00
5 Dorland Advertising	102.00
6 Leo Burnett	82.40
7 Foote Cone & Belding	81.96
8 McCann-Erickson	78.70
9 Bosse Masini Pollitt	76.90
10 Young and Rubicam	76.72

Source: Campaign (Jan 1985).



Maurice (left) and Charles Saatchi: dynamic management has put their agency at the top of the league.

PR Consultancies

TOP TEN

Name	Fee income £m
1 Good Relations group	5.1
2 Charles Barker Group	4.6
3 Shandwick Group	2.9
4 Burson-Marsteller	2.8
5 Dewe Rogerson	2.1
6 Weilbeck	1.9
7 Hill & Knowlton	1.8
8 Daniel J. Edelman	1.6
9 Kingsway	1.5
10 Carl Byoir	1.4

Source: PR Week (Sept 1985).

A retail lesson in meeting aspirations

BRITAIN HAS arguably been slower than other countries in realising the vital role that marketing plays in achieving economic success—but it is rapidly catching up and embracing marketing with a vengeance.

Marketers within UK companies are gaining the status that has long been exclusively the preserve of accountants, engineers, or lawyers. As more executives rise to the top from the marketing function, so the value of that discipline is making itself felt.

This new pre-eminence for marketing is nowhere more obvious than within the retail sector which has proved to be one of the most dynamic areas of UK business in the 1980s.

Prosperity in retailing depends upon marketing-based innovation," says Mr Richard Easta, a leading marketing consultant. "He believes that the range of new methods of marketing in retailing is considerable. There is market segmentation by age, as in many clothes shops such as Next or Principles, or by product as in the arrival of stores specialising in everything from health foods to computers."

Retailers have had to respond to changing market conditions brought about by the recession and by the fall in the inflation rate in the past few years. During the 1970s, when inflation was high, most retailers had a relatively easy time since stocks held appreciated rapidly in value and consumers came to expect price rises.

There are signs that they are at last beginning to embrace new technology in a big way. The cost of retail computer technology has fallen by some 30 per cent in the past three years and this is fuelling what we predict as an explosive growth in electronic point of sale for the rest of the decade," claims Mr Richard Snook, ICL's manager in charge of its retail division.

Laser-scanning checkouts are expected to become the norm in most large supermarkets by 1990 while by that time there are expected to be several experiments in operation for electronic funds transfer at the point of sale—automatic debiting of customers' bank accounts when they pay at the checkout.

Marketing

DAVID CHURCHILL

Emphasis on strong public relations

Advertising

DAVID CHURCHILL

THE ADVERTISING and public relations business in Britain have stayed remarkably buoyant during the past few years in spite of the tougher economic conditions which, in the past, would have led to companies cutting back on their promotional spending.

During the 1980s British companies have come to realise that when their markets are under pressure, it is even more important to maintain market share through advertising and PR activity. It costs more—and is less certain—to rebuild a brand's strength after it has lost market position.

Yet the tight financial controls employed in many companies have meant that PR has actually fared better than advertising in most years. Companies with advertising budgets running into the millions have found that even a small increase in PR expenditure—where most account fees are far less than £100,000—can make a significant difference in achieving marketing targets.

Not surprisingly, Britain's PR industry is enjoying its best-ever year with the 110 members of the Public Relations Consultants Association—earning

over £40m in direct fees. British companies are estimated to spend up to £500m in total on PR in all its forms—including in-house departments and direct print and promotional expenditure.

The growth of PR activity in the UK has even outstripped its popularity in the US. In 1979 in America, some 78 per cent of the top 500 companies took PR consultancy advice, compared with only 21 per cent of the top 500 UK companies. By 1982, the same comparison showed 82 per cent consultancy use in the US and 36 per cent in the UK.

By 1984, however, the UK was catching up fast. Consultancy use by top companies in America rose to 84 per cent while in Britain the figure rose to 69 per cent. In fact, 45 out of the 50 largest companies in Britain now employ a specialist PR consultancy.

Why is PR—especially consultancy PR—doing so well? One reason is that consultancies offer a more extensive—or additional—service than traditional in-house departments and thus companies are more willing to embrace PR.

Generally, however, the boom in PR is ascribed to the growing awareness of companies of its value. "As the commercial world becomes more complex, so does the need to get the message across," argues Mr Tony Good, chairman of Good Relations, the only PR consultancy at present with a full quote on the London Stock Exchange.

Adele Biss of Biss, Lancaster also suggests that PR is a more effective way of reaching target groups such as consumers, businessmen, journalists, environmentalists, and so on. "There are a growing number of these groups who are articulate and influential and clients want to reach them," she says.

The growth of PR activity over the past year or so also owes much to first-time users of PR, especially in the areas of financial, corporate, and high-technology public relations. Marks and Spencer, for example, recently appointed Valin Pollen to advise on financial PR—the first time that Marks had used an outside consultancy.

Kevin Travers-Healy, the immediate past president of the Institute of Public Relations as well as working in consultancy PR, points out that "the spate of merger activity has shown up the lack of corporate awareness by a number of major companies."

The growth of PR is, not surprisingly, attracting the attention of the major advertising agencies who not only see PR as a threat to traditional advertising revenues but also as a means of capitalising on a growth sector.

The Wight Collins Rutherford Scott agency, for example, acquired Biss, Lancaster earlier this year in a deal which could be worth up to £6.5m. Saatchi and Saatchi recently made its much heralded move into PR with the takeover of Kingsway PR.

The Foote, Cone, and Belding advertising agency already owns two PR companies—Carl Byoir and Weilbeck—while some other PR consultancies, such as Charles Barker, also have extensive advertising interests from other parts of their group.

Two major consultancies—Hill and Knowlton and Burson-Marsteller—are part of US communications groups.

The advertising agencies themselves had a good year in 1984 which continued throughout the past 12 months. Total advertising expenditure in 1984 rose to just over £4bn for the first time, a 13 per cent increase on 1983. Advertising also captured a record 1.49 per cent of the gross national product.

In part this buoyancy was fuelled by the development of more television time through Channel 4 and breakfast television and the advent of new-comers to advertising, notably professions such as accountants, architects, and opticians.

Television, however, has had something of a difficult year because of weak marketing and falling audiences. But it remains the second largest advertising medium, accounting for some £1.245bn worth of advertising expenditure.

The finance sector in particular has woken up to the potential of direct marketing. Insurance companies, credit cards, and unit trust funds are becoming more sophisticated in mailing to prospective buyers of financial services.

The Post Office has been the major beneficiary of the growth in direct marketing, earning more than £200m in extra postal revenue according to trade estimates. The number of direct mail shots has more than doubled over the past decade, with a big switch towards consumer mailings and away from business-to-business mailshots.

Consumer concern with so-called "junk" mail has prompted the industry to try to clean up its image with various schemes—moves that have helped create a firmer foundation for the sector.

How do you choose the best location with so many others in the running?

Washington

In Nike's case they used simple logic. As the world's leading running shoe manufacturer, parented in the USA, they knew exactly what a Nike-UK operation needed: fast and efficient distribution; a highly motivated workforce; keen local suppliers; and an environment which would appeal to relocated management personnel.

Nike looked at 6 sites, most of them near London and they chose Washington, Tyne & Wear.

So how much of what they wanted did Washington give them?

For a start, they enjoy better distribution with lower overheads than they'd get in central England. The local workforce is enthusiastic. First-class suppliers are on their doorstep. Relocated personnel have all the advantages of lower cost housing and the extensive amenities of the North East.

And that's not all.

Within one year of settling into Washington, Nike turnover had doubled. So did the workforce. After 3 years, Nike sales were up 20-fold. The company is well embarked on a programme of expansion that will probably bring them to within panting distance of Adidas in the general sports-gear market.

And they did it all from Washington, with the help of the best financial package available to any development area in Britain.

In the words of Managing Director, Brendan Foster: "The best thing Nike ever did was to set up their company in England; the second best thing they did was to set it up in Washington."

If you'd like to learn what Nike learned, contact Norman Batchelor, Washington Development Corporation, Usworth Hall, Washington, Tyne & Wear. Telephone: (091) 416 3591. Telex: 537210 DC WASH G. It will help your business to walk. Running comes later.

Washington. Profit from our experience

# Pendulum swings in favour of the tenant

**Property**  
MICHAEL CASSELL

ONCE THE decision in principle to establish a business in Britain has been taken, the practicalities of finding property are not far behind. Where to locate, what type of accommodation to occupy, the tenure options available, all require detailed consideration and speedy decisions.

The first conclusion likely to be arrived at by many incoming companies is that the commercial landlord in the UK is used to having everything his own way.

Tenants are generally expected to sign long leases — 25 years is the norm — and any rental agreement is unlikely to include a break clause, meaning that a decision to leave before expiry of the lease will entail finding someone to take it over. They will also be responsible for fully insuring and maintaining their property.

Such liabilities are long-enshrined in the British commercial property market's structure but can come as a rude shock to occupiers used to operating in regions of the world where the landlord has not been quite so all-powerful.

From now on at least, newcomers may find that the pendulum has begun to swing more in their favour. The recent, generally weak state of the UK commercial property sector, in which overcapacity has stifled rental growth, means that the tenant has enjoyed one of those rare periods when he can at least start to call the tune.

As a result, shorter leases — down to five years — are becoming increasingly implemented and break clauses too are beginning to work their way into letting agreements. It would be an over-exaggeration to suggest that they have become normal and the institutional landlords, who represent a major force among landlords, remain reluctant to abandon their old habits. Even so, the picture is changing.

An increasingly significant trend is the development of office buildings designed for

freehold, rather than leasehold tenure. Years of landlord dominance has encouraged the shift towards outright ownership, for precisely the same reasons that have seen owner occupation in recent years from around 50 per cent to 65 per cent.

Freehold ownership provides a company with an enhanced ability to decide its own future and, most importantly, gives it an asset base which can prove very useful when it wants to borrow money. The occupier, it is true, will be faced with all the overheads and management responsibilities which go with ownership but they would still have to be confronted if the property was held on a long lease.

Most freehold schemes have been confined to the smaller end of the office market, though this type of property could well appeal to the company involved in a start-up operation. The major snag is that few of the newly-developed schemes are likely to be centrally located, given the traditional landlords' reluctance to give up freeholds to occupiers in prime locations.

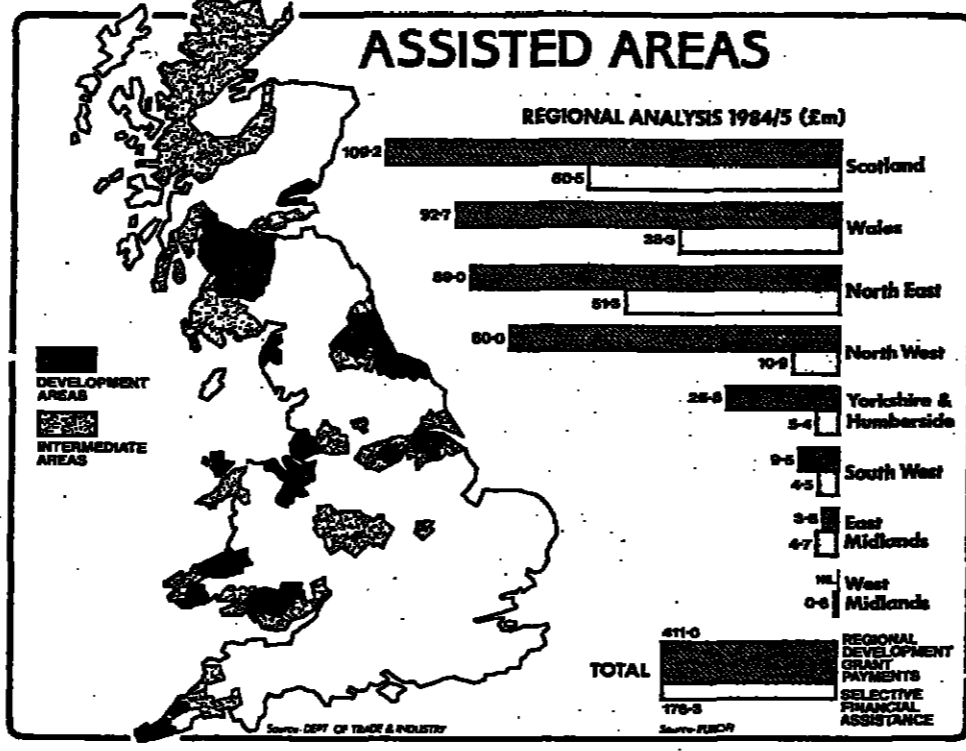
**Accommodation**

Irrespective of the choice of tenure, the latest generation of development in the UK is providing a range of modern business accommodation which, until recently, the UK development industry had not considered necessary.

The all-important influence of development trends in the United States has begun to have an unmistakable impact on the pattern of commercial development in the UK with flexible, so-called "high-tech" space mushrooming in attractive campus developments around the country.

In the development industry's determination to provide the latest and highest standards of accommodation, building classifications have become somewhat confused but the overall intention has been to provide a flexible mix of multiple accommodation designed to cope with an expanding company's space requirements and product evolution.

The natural magnet for development has, inevitably,



The trend in Britain is away from traditional factories and warehouses, and towards space that can be used for production, offices or research, in line with modern industry's needs. This scheme in Swindon was speculatively developed by Royal London Mutual Insurance.

The southern half of the country, around the Greater London area, out along the Thames Valley and, to a more limited extent, north east of the capital towards Cambridge.

The geographical advantages of the region, close to Channel ports and airlinks (with the growing prospect of a fixed link to Europe) provide the natural incentives for property development but the pressure on available development space in the most popular areas has inevitably made accommodation increasingly expensive. So while rents in London can exceed 250 a square foot, good quality accommodation in some major provincial cities can be had for under a tenth of that figure.

Companies locating in the south east must be prepared to pay a large premium for doing so and many, depending on the

nature of their business, might do worse than consider locating further afield, possibly to one of the major towns which have been pursuing aggressive marketing campaigns designed to extol their own particular virtues.

There can be significant financial incentives available for space takers prepared to succumb to the blandishments of those towns vying for new businesses. Even a potted description of the incentives available from the UK Government and from EEC sources runs to 150 pages but detailed advice is available from a variety of property-oriented organisations, such as English Estates, the Development Commission or the Council for Small Industries in Rural Areas.

A major, new initiative on the part of the Commission for

# One-stop shopping for necessary advice

MANY FOREIGN companies seeking to set up business in the UK will already have some knowledge of the services they may expect to find here, especially from chartered surveyors, says David Yorke, vice-president of the Royal Institution of Chartered Surveyors (RICS) and himself a practitioner. About one in 10 of the holders of the chartered surveyor qualification actually practice outside the UK.

Their activities span the world and cover 145 countries but says Mr Yorke, they will be most readily recognised by businesses coming from France, Belgium, the Netherlands, Germany, North America and the Far East, where many UK practices have active branch offices.

Although the RICS is divided into seven divisions, in an attempt to make their range of skills more easily understood to overseas clients the work is set out under three main headings: surveying and mapping; construction economics; and land administration. The RICS' national directory of international practices lists no fewer than 25 separate activities under these groupings.

For the overseas investor in this country, Mr Yorke says, chartered surveyors provide the security of a profession in which qualification requires an exacting educational programme of university degree standard, followed by two years of approved practical experience leading to a test of professional competence. The institution itself sets and monitors high standards of practice and ethics, including a programme of continuing professional development which British architects have yet to adopt. From the first of this month it became compulsory for members to carry adequate professional indemnity insurance.

Practices come in all sizes, but the overseas investor should have no difficulty in obtaining most, if not all, his professional advice in property matters "under one roof." In this respect Britain differs from many other countries.

A typical surveyor can look after a foreign businessman from the time he decides to consider a commercial or industrial development in this country to the day he occupies the premises—and beyond. His first advice will probably relate to

the most suitable site for the client's needs. This will take into account fundamental considerations such as location—both from the point of view of accessibility to ports, airports and motorway and for general distribution needs; other communications potential; and availability not only of labour in general, but of the kind of labour required, which can be highly specialised in much sought after.

Another factor in the choice of location unique to Britain is the network of national and local incentives in the form of direct grants from local or other authorities or in the form of planning "holidays" and rates reductions as in the case of enterprise zones. Rates—which are property taxes—do not exist in some countries and take different forms in others. Surveyors can explain the dif-

Should renting turn out the best option, a surveyor will negotiate his client's lease to his best advantage. He may then offer to manage the property on his behalf as well as to let any surplus space which may become available.

Many foreign investors wish to build their own properties. Surveyors can help here, too, in their growing involvement with project management. The cost of building work can be estimated in advance—British quantity surveyors have been doing this for years, but building surveyors and others are now becoming increasingly interested in this speciality area. Finance can be arranged through one of many financial services techniques which exist involving mortgaging and sale and leaseback—all depending on the client's financial status and preferences.

Should the client seek to build more than his immediate requirements, his surveyor will help him get the surplus space, advising him on the complexities of British landlord and tenant legislation. He will also offer to take on the management and long-term maintenance of the property to ensure it retains its investment value over many years. This includes important elements such as energy efficiency, which are best dealt with at the design and construction stage, and suitability for changing needs and uses.


**Surveying Services**  
MIRA BAR HILLEL

	£ per sq ft 1985-86	Annual % pound rate 1981-85
London		
Croydon	4.20	3.0
Bechthow	5.85	5.5
Park Royal Tower	5.90	3.3
Hanley	4.60	4.5
Birmingham	3.30	2.5
Bristol	3.60	5.2
Cardiff	2.90	2.0
Edinburgh	3.10	4.7
Glasgow	3.85	3.7
Leeds	3.00	2.8
Manchester	3.35	5.4
Reading	5.70	6.4
Southampton	3.80	5.1

Source: Debenhams Tewson and Chinnock



“Here at Revlon, replacing our central oil-fired boiler with an electrode boiler has saved us £49,000 a year in fuel and maintenance costs. On a capital investment of £10,000 we've achieved a pay-back of under three months. Furthermore, response is faster so our production flexibility is improved. Electricity talks our language very fluently indeed.”



Malcolm Bond, General Manager, Revlon Manufacturing UK Limited, Maesteg, Mid Glamorgan.

Across the country, in companies both large and small, electricity is helping industry reduce costs and increase productivity. An electric furnace has enabled the Rexel Cumberland Pencil Company Limited to more than double their weekly output of graphite pencil cores and has cut process energy costs by over 50%. Together with labour and material savings, Rexel's investment has been offset in under 10 months. Electric infra-red drying of the paint finish on microwave ovens at Thom EMI has improved production quality, halved curing time and reduced man hours. Production has trebled and the equipment has paid for itself in less than a year.

The list of examples is growing daily. All proving that electricity is likely to talk your language, too.

We've produced a 15-minute VHS video on which managers from industry describe how electricity has improved their companies' efficiency and productivity. For your free copy, or for further information, just return this coupon with your business card, letterhead or compliments slip attached.

To: Electricity Publications, PO Box 2, Feltham, Middlesex TW14 0TG. Please send me (tick as appropriate):

- The VHS video cassette.
- Information on:  Electric steam raising
- Electric furnaces  Electric infra-red drying
- Please arrange for an Industrial Sales Engineer to contact me.

Name \_\_\_\_\_  
Company \_\_\_\_\_

**INVESTELECTRIC**  
The energy-efficient switch.  
The Electricity Council, England & Wales 1/2/006





# London flagship essential for major groups

**Hotels**  
**ARTHUR SANDLES**

FIELDS IN which investment demand exceeds opportunity supply are rare enough these days, but such is the London hotel market. Dozens of international hotel groups would like a London flagship, many are actively seeking one, and those that have such a property are either looking for more or seeking further development in the UK provinces.

Since Hilton arrived in the sixties there has been a stampede for space in the UK capital. In recent years Hyatt, Marriott, Novotel and Taj have joined Sheraton and Intercontinental and Holiday Inn in coming to the city. Hilton, meanwhile, has expanded in London and moved out of the city as has, extensively, Holiday Inn and, more recently, Ramada.

Of course, hotel investments are not as simple as they sound. The management company does not always, or even often, own the fabric of the building and the investors may keep a fairly low profile. Not always, perhaps, as low as they would like. When Regent International Hotels, with Hong Kong and US money, bought the fabric and the management contract for the Dorchester the move was peaceful. When Regent then sold the building, but not the management, to the Sultan of Brunei, the repercussions were considerable.

In London, management companies are frequently willing and sometimes eager to put up some of the long term cash. The reasons for this are not too difficult to trace. Hotels are extremely difficult to find and the deeper you are prepared to dig into your own pocket the more likely you are to find one; at the same time UK investments tend to look fairly secure ones to international hotel groups which often run properties in much less stable economic and political grounds. At the moment London properties are being sought by such

companies as the Air France subsidiary, Meridien, and Holiday Inn, which is already strongly represented but lacks an operation in or near to Mayfair, where the real hotel action is. Both of these will put up their own cash if the opportunity is right.

But is it likely to be? The major hindrance to London development is UK planning procedures, regarded by many foreign investors as too demeratic by long chalk. Local residential objections to further hotel development in such areas as Westminster, Mayfair, Kensington and Chelsea are considerable and central Government has little power to force through something to which a local authority objects (other than "national" projects such as major road systems).

The present UK Government has promised that it will do something to speed up planning procedures, but whether this will mean removing or reducing the present element of local democracy remains to be seen. In the absence of such changes the prospects for present owners of London properties would seem bright. In 1985 the British capital had the house full remains up as far as four star and de luxe properties were concerned for part at least of the summer season. Few people expect 1986 to be such a spectacular year, thanks partly to the reduced value of the dollar, but even if occupancy fell back to 1984 levels few in the city would be reduced to tears. Historic indications are that almost whatever happens hotel investors can rest secure on their real estate values.

Unfortunately, the cost of entering the UK market, either in London or in the provinces, remains high in comparison with many other countries. Building costs tend to be high, land is pricey, planning procedures build in a delay which can lead to interest charges and building regulations and fire precautions are tougher than most hoteliers face elsewhere. If it were possible to build an hotel in central London the costs would almost certainly exceed £120,000 a room. As a result of this the purchase value of four star and de luxe pro-



The UK hotel market remains lively, with London a key target for international hotel groups. Above: the entrance to Grosvenor House Hotel in London's fashionable Park Lane.

erties is not far short of this level. The sheer cost of new building is one of the major reasons why so many London hotels are bought and refurbished. The scene changes somewhat in provincial centres and areas around London. Here local authorities are often enthusiastic about hotel development, particularly as the new belief in the service industries as a source of employment spreads, and investors are likely to meet encouragement rather than delays from planning officials. At the same time central Government is eager to ease central London's domination of the tourism market in the UK and is encouraging the British Tourist Authority and others to use their marketing powers to steer visitors to other UK destinations.

Coupled with this is the undented demand of the British domestic travelling public, particularly the business travellers, for a somewhat higher standard of accommodation than once might have been provided. Holiday Inn has certainly found a ready market for its products and domestic companies such as the long-established Trusthouse Forte and relatively newcomers like Ladbroke have struck a profitable vein in provincial urban locations.

There are also signs that further attempts are being made to crack what has long seemed an impenetrable problem in Britain, the provision of new, budget priced, tourist accommodation. THF is experimenting with a series of properties on site it currently uses for its Little Chefs, highway side, family restaurant operations and there are indications that at least two French budget motel operators will be moving

# The great British success story

**The Arts**  
**ANTONY THORNCROFT**

THIS YEAR the Arts Council, in an attempt to squeeze more money out of the Government for its 1986-87 grant, published a prospectus entitled "The Arts: The Great British Success Story." Few disagreed with its basic thesis that the arts was one area where the UK had been successful in the post-war years.

British actors, playwrights, artists, sculptors, writers have an international reputation; British arts organisations, the National Theatre, the Royal Opera House, the Royal Shakespeare Company, the major orchestras, are assured of large audiences and critical acclaim when they tour abroad. On the surface the arts are in good shape. But beneath the surface there is seething discontent, a muttering of unrest which links the flagship London-based organisations, like the Royal Opera House and the National Theatre, with the myriad of local arts centres and ethnic performance groups. The cause of this unhappiness is, not surprisingly, money.

According to the Government, the arts have been well treated during its stewardship, with an increase in grant to the Arts Council (the main source of

funds for the performing and visual arts) from £61m in 1979-1980 to £136m, just announced, for 1986-87, a rise in real terms of 7 per cent. But this takes no account of the fact that inflation in the arts, a very labour-intensive industry, has risen higher than basic inflation, and of the policy of the Arts Council to redistribute state aid away from London, and the big national companies based there, and towards the regions. Above all, the arts face a cash crisis because of the abolition of the metropolitan councils from next April 1.

The metropolitan councils have been generous supporters of the arts, in particular the Greater London Council. It has been estimated that the met counties spent over £40m a year on the arts, although some of this was more like social welfare. The Government has only given the Arts Council an extra £25m to make good the disappearance of this tier of government. It believes that the remaining tier, the local authorities, should provide the difference.

Unfortunately many of them could well have limitations placed on their spending power under the rate-capping procedure, and although there may be a willingness to make good the shortfall, the practical ability will be absent. Take Sadler's Wells in London: the GLC gave it around £150,000 this year. In addition it advanced £500,000 towards its

rebuilding policy. The Arts Council has already announced that it cannot step into the breach in funding this theatre, and others, such as the Liverpool Empire and the Theatre Royal, Newcastle, which were aided by their local met. Can the London borough of Islington afford to take on Sadler's Wells? Undoubtedly in the next few months there will be many stories of theatres and arts organisations threatened with at least temporary closure for lack of cash.

The Arts Council has dipped into its reserves, and held back on its regional expansion policy, by giving its 200-odd direct clients an average increase of 4 per cent for 1986-87. Some will get more, some less, but the big battalions, like the National Theatre and the Royal Opera House, should receive 4 per cent more.

This should enable them to keep in business, although the NT was also greatly helped by the GLC, and unless the Arts Council makes good most of that additional aid the NT may be forced to close its Cottesloe stage again in 1986. But usual in the arts, cash will probably be found at the last minute to avoid a real crisis.

The Government's response to the complaints of the arts organisations is that they should market themselves more effectively, and get business sponsorship. This has grown from around £600,000 10 years ago to over £20m in 1985 and

there seems more potential yet, but no one envisages corporate sponsors ever replacing the Government as the payer of the arts. This could only be achieved if the Government gave generous tax incentives to private and public sponsors. But although the arts might have a real case, and a small rise in government support could bring extra benefits, not least in cutting unemployment, any objective view would suggest a thriving arts scene.

The London commercial theatre is booming (or rather doing better than in the recent past), and theatre attendances nationally, at around 40m, far exceed the crowds for football matches. Concert audiences are buoyant, with the South Bank showing a rise after years of decline, thanks in part to the open foyer policy. Even cinema attendances have started to rise again.

There has been a rush of new theatres opening around the country, most recently in Winchester. Arts centres are popping up everywhere and now introduce 20m people to, if not the more demanding arts, then at least some mind-developing experiences. The Arts Council's "Glory of the Garden" strategy has brought the arts to those regions that, in the past, could justifiably feel that they were being starved of culture while London wallowed in abundance.

It is also widely accepted that the regions have a major role to play in a healthy British arts scene. The big four companies (Royal Opera, National Theatre, RSC and the English National Opera—now take a much smaller share of total arts subsidy, and, along with bringing arts to the people by strengthening regional arts associations, the Arts Council has stressed the need for more resources for community and ethnic arts. It also tries to assist the national companies in touring.

The bias has been towards making the arts available rather than creating the conditions for the individual artist to bloom. But there have been plenty of successes in recent years, made to the benefit of the balance of payments. The arts necessarily contain many argumentative and vocal people keen to complain about Government failings, real and imaginary. But somehow the arts continue to flourish; perhaps a little more generosity by the Government could sustain what is undoubtedly a golden age well into the future.

# Company service from cradle to maturity

**Accountants**  
**CATHERINE HARDY**

THE range of services offered by accountants in the UK has grown rapidly, as the pressure on fees and the recession of the early 1980s limited the scope for expansion of traditional audit work.

Mr Nigel Moore of Ernst & Whinney explains, "The opportunity was seen for extending services to client companies, and because an understanding of business is built up during audit work, and as accountants saw the client need for, say, consulting, it made sense to have specialists in-house." Indeed the Big Eight accountancy firms in Britain employ a whole range of experts. Price

Waterhouse is the only Big Eight firm in the UK with more accountants than non-accountants on its staff. Lybrand has concentrated on growth in consulting and nearly a quarter of its fees come from this still rapidly-growing area, while 20 per cent comes from merger and small business work.

Mr George Westropp at Touche Ross — currently at number seven in the UK in terms of fee income—gives some examples of the extensive literature produced by accountants to show just how well equipped they are to help anyone considering investment in Britain. To begin with Mr Westropp says "We produce a whole range of publications." For example, "Setting up in the UK for Japanese business" is a recent addition to the list.

The publication is presented in both Japanese and English and applies Mr Westropp says, "whether you come from—whether it is Norway or Singapore. It covers everything you need to know.

"Tax and Investment Profile," from Touche Ross, goes into the business and fiscal details that an incoming investor needs, from the basics of company formation to how to patent a product in the UK.

Mr Nigel Moore agrees that accountants "can offer very much a comprehensive service—a cradle to maturity service." He explains: "We can advise on forming a company, the problems of, for example, VAT registration and PAYE. We can set up books and records, suggest a bank to go to, and premises and even staff." At Coopers & Lybrand, Mr Peter Howes claims: "We have

built-up enormous expertise in trying to interpret investment laws and are well-qualified to advise, whether on investment for, say, manufacturing, or a service industry like tourism."

An accountant's specialist knowledge of particular sectors can prove vital. "We pride ourselves on our ability to construct multi-disciplinary teams to advise people. This involves experts in whatever fields are required," he says.

Meanwhile, Mr Westropp states that Touche Ross can offer very specific services. If a construction company in Canada want to set up here, they would be advised by an expert in the British construction industry," he says. The service can also be specific to individuals. Before now, he has even found a client a hotel to stay in during their visit to Britain.

Like most people, Colin Welland prefers gas for home heating. But, like many people, he didn't realise that gas provides getting on for sixty per cent of all the heat used in British homes. Nor did he know that it's the most widely used heat source in industry, or that this domestic and industrial demand brings many benefits to Britain. Benefits like jobs for British workers.

For example, the gas people's own giant Morecambe Field, offshore from Blackpool, is being developed at a cost of more than one-and-a-half billion pounds. The major part of this massive investment is being spent with British firms, which has led to the creation of literally thousands of jobs for British workers. So, in a very real sense, Britain benefits because people prefer gas. Ask Colin Welland!

**"BRITAIN'S FAVOURITE FUEL MAKES JOBS FOR BRITISH WORKERS"**

**PEOPLE PREFER GAS—AND BRITAIN BENEFITS**

**British Gas**